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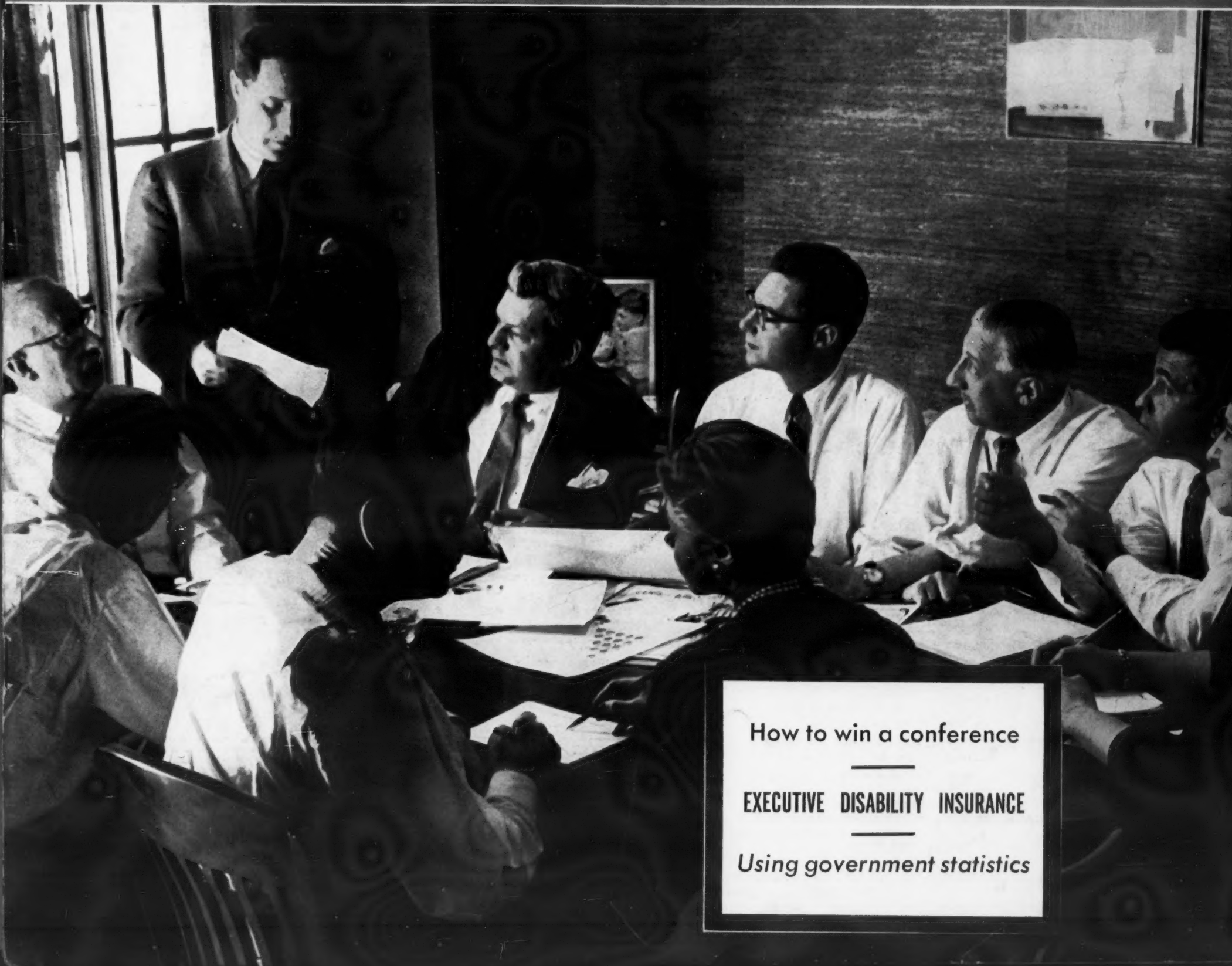
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MANAGEMENT METHODS

JUNE 1956

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



How to win a conference

EXECUTIVE DISABILITY INSURANCE

Using government statistics



Why take 8 steps when four do it better?

*You can reduce file operating costs at least 25%
by installing **SUPER-FILER***

• Eliminate lost motion and you make work easier. Not only that, but you speed it up. You get more work done. And that reduces cost.

This is the story of Super-Filer, the Mechanized File that's been adopted as standard filing equipment by thousands of businesses.

Pull open a Super-Filer drawer and its unique swing front spreads the contents in a V and makes everything instantly accessible. No fooling with compressors.

No shifting of file folders back and forth. You just turn the contents like the pages of a book to the folder you want. And then you take out a letter or drop one in.

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MODE-MAKER DESKS • GOODFORM ALUMINUM CHAIRS
SUPER-FILER MECHANIZED FILING EQUIPMENT • GF ADJUSTABLE STEEL SHELVING

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(Circle 728 for more information)

MANAGEMENT METHODS Vol. 10 No. 3

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Policy re manuscripts: The object of MANAGEMENT METHODS is to offer practical solutions to administrative problems. For that reason we never highlight a problem without offering at least a partial solution or a recommended course of action. Whenever possible, we like to offer the reader something he can do right now to correct a procedure or solve a problem in his business.

Much of our editorial material comes from business and management specialists, as well as from active businessmen, at all levels of management. We endeavor to return all manuscripts. However, we assume no responsibility for material not specially requested by us.

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COVER PHOTO: This is an actual conference taking place in an advertising agency. It is from the Prentice-Hall book "How to win the conference." Our conference story starts on page 11.

BUSINESS PLANES IN ACTION

WALTER A. SHEAFFER II, PRESIDENT,
SHEAFFER PEN COMPANY, SAYS:

*"Our top men deserve the best
in transportation ..."*

"Our Cessna 310 saved us 135 executive hours in one month!"

Sheaffer Pen Co., Fort Madison, Iowa, uses its new Cessna 310 to meet today's demand for fast, dependable transportation. "Besides saving wear and tear on our top people, our plane saves time, cuts cost," says the company president. Sheaffer Pen's Cessna carries executives on business trips all over the U. S., helps maintain liaison with Sheaffer's Canadian plant, delivers rush shipments to dealers during holiday seasons. The company recently added a second Cessna 310 to its air fleet.



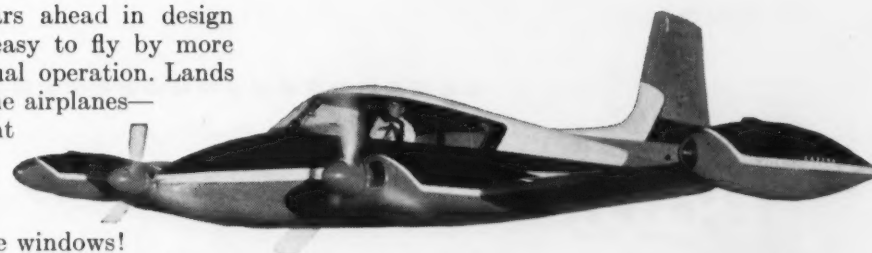
Fly tomorrow's "twin" today...the great Cessna 310

Fast, smart ... at least 5 years ahead in design engineering. Yet proved safe and easy to fly by more than 300 Cessna 310's now in actual operation. Lands in less space than many single-engine airplanes—has more power per pound of weight than any other business "twin."

NEW exterior and interior styling. NEW "hush-flight" features

—such as engine suspension, double windows!

Only \$54,950 f.o.b. Wichita. See your Cessna Dealer (Yellow Pages of phone book). Or write CESSNA AIRCRAFT CO., Dept. MM-1, Wichita, Kansas.



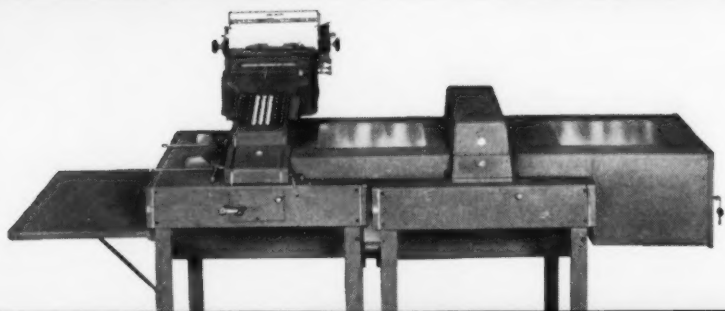
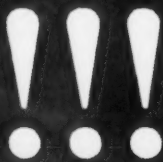
170 172 180 182 310

Inquire about Cessna lease plans.

5 GREAT CESSNAS...THE COMPLETE AIR FLEET FOR EVERY BUSINESS NEED

(Circle 714 for more information)

Imagine



this **1** machine does the work of **6**

The Todd Bank Balance Controller is really a whole disbursement department in itself!

- It imprints the amount at the rate of 1500 to 2000 checks an hour
- It protects the amount imprinted against alteration
- It lists each amount
- It signs and guards against forgery
- It counts the number of checks written
- It adds the amount of the checks

And—in addition to all this—it automatically deposits checks in a locked compartment.

For complete information and helpful case histories of what the Bank Balance Controller has done for other companies, controlling and speeding up disbursement operations—mail the coupon.



SUBSIDIARY OF
BURROUGHS CORPORATION

(Circle 768 for more information)

THE TODD COMPANY, Inc., Dept. MM,
Rochester 3, N.Y.

Please have your representative phone me for an appointment. I'm interested in what the Bank Balance Controller can do to improve my disbursement procedures.

Name of Company _____

Address _____ City _____ State _____

Your Name and Title _____

Phone Number _____ MM-6-56

consensus

ELECTRONIC BRIEFS WORTH REPEATING

Jobs and automation

I firmly believe that automation will not decrease the number of jobs, but will, on the other hand, result in more work for more people. Certainly, it will ease the tasks of many employees, freeing them for more important duties. It is pitiful to walk through the offices of an average company and notice an employee wasting his life on a necessary but humdrum function that could be mechanized, therefore providing him with more time to pursue the important elements of his job.

The desire of industrial leaders to pursue automation is merely the expression of enlightened men to "find a better way and do it." We in management know better than to think we would benefit by putting everyone out of work. The more people we can keep employed, the larger the market for our goods.

PATRICK MCGINNIS, *President, Boston and Maine R.R. at the CIBA and NAMH Forum on Anxiety and Tension.*

Largest civilian computer order

The Bank of America's long-range multimillion-dollar electronic computer program calls for the installation of General Electric's ERMA equipment. This represents the largest civilian order in history for industrial computers. Initial delivery of ERMA components is scheduled for next year. The exact cost for each ERMA (electronic record-

ing machine—accounting) and the dollar figure for the entire project was not revealed.

Each ERMA will perform the daily bookkeeping tasks for 55,000 commercial checking accounts. In comparing ERMA with present machine-bookkeeping methods, it is more economical, faster, and it also insures increased efficiency and accuracy.

How not to set up an automation program

The impact of automation on British labor has become a national issue as a result of a strike at the Standard Motor Company in Coventry. . . .

The Coventry strike, which is unofficial and Communist-led, began Thursday (April 27), forcing a complete shutdown of Standard's 300-acre plant, one of the largest in the country. The walkout resulted from these circumstances:

1. The company scheduled a £4,000,000 (\$11,200,000) retooling and replacement program at its tractor plant that would halt production from May 18 until late September.

2. About 3,500 workers made idle by the improvement program were to be laid off. As many as possible were to be re-employed when tractor production resumed on the new assembly lines.

3. On April 25, Communists in the powerful Amalgamated Engineering Union, with which many of the Coventry strikers are affiliated, now a commitment from the union's annual conference at East-

MANAGEMENT METHODS

bourne that workers displaced by automation must remain in their jobs until other work could be found for them.

4. Shop stewards at the Standard plant insisted that the company keep all the tractor workers on the payroll during the retooling period by instituting shorter work schedules instead of laying men off.

According to company spokesman, the new tractor plant would step up annual production from 70,000 to 100,000 tractors of improved design. The new plant would incorporate the principles of automation with automatic controls for machines and assembly line processes. A substantial amount of the new machinery was purchased in the United States.

The spokesman insisted that the issue in the strike was not automation but a conflict between the principles of "redundancy" (discharging workers made unnecessary by either mechanical improvements or reduced production) and "short time" (keeping unneeded workers on the payroll by reducing work schedules).

This was the original issue. In a statement, however, Alick S. Dick, managing director of the Standard Company, said:

"We are not installing £4,000,000 worth of equipment in order to employ the same number of men. We can't carry people for fun."

A parliamentary subcommittee was set up to consider the question of automation and its effects on the British economy "as a matter of urgency." It includes an industrialist, an economist and a trade unionist, as well as four Members of Parliament.

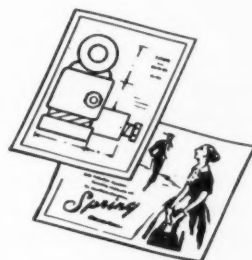
KENNETT LOVE, in a special report to the New York Times.



Continuous check forms

Faster reconciliation of checks is now possible through the use of new electronic tab card checks on continuous forms. Easily adapted

**Now
make
positive
offset
plates
in
90 seconds**



without costly equipment

**NEW, LOW-COST OZALITH PLATES
REPRODUCE DRAWINGS, FORMS, AND TYPED COPY!**

Use *any* ultraviolet light source to make new Ozalith plates—whiteprinter, simple exposure box, vacuum frame. Copy *any* translucent original—written, printed, typed or drawn. 90 seconds is all it takes!

Cost? As little as 22 cents per 10" x 16" paper plate—so inexpensive you won't have to file plates. Simply make another, *in seconds*, from your translucent original.

Ozalith plates give you top-quality offset reproduction. They take ink well...give you clean, sharp impressions.

Try Ozalith platemaking yourself. Call your nearest Ozalid distributor for a demonstration—with your originals. His number's in the phone book. Or write for your *free* copy of this new illustrated brochure to: Ozalid, Dept. J-6, Johnson City, New York.



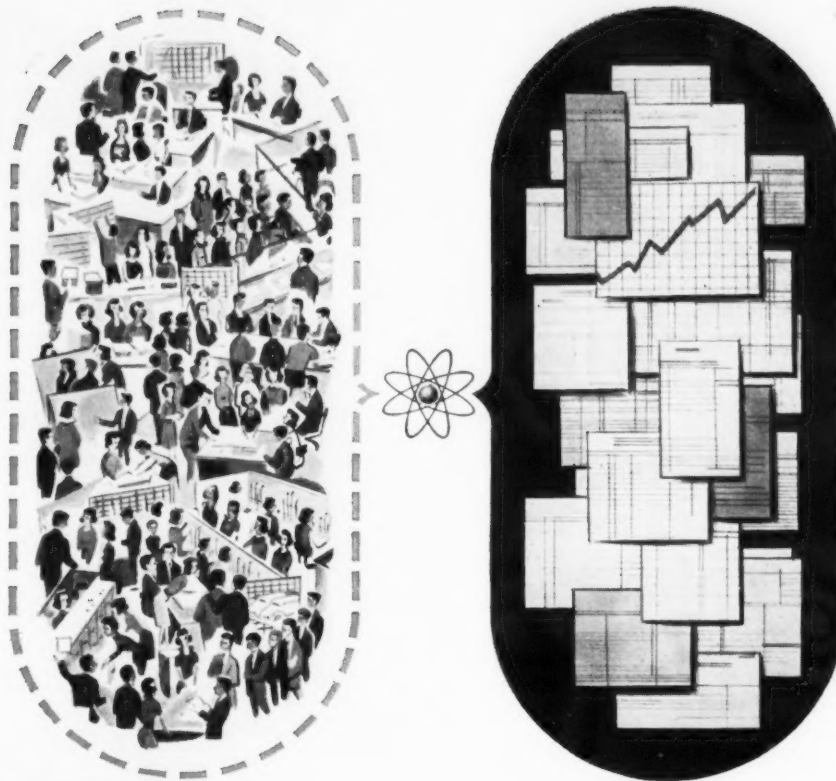
(Circle 778 for more information)



Product of Ozalid Division
General Aniline and Film Corporation
In Canada:
Hughes Owens Company, Ltd., Montreal

WANTED:

COMPLETE
breakdowns
for
200,000
new orders
every day!



SOLUTION:

UNIVAC FILE-COMPUTER

A famous distributor ordered Univac File-Computer when management found it could give them detailed sales figures on the up to 200,000 items they sell each day — *the very next morning!*

Cash-in-hand benefits? No sorting of sales data . . . manual or machine. Workloads slashed for basic sales information. Pinpoint merchandising control over fast-moving items. Reduced supervisory routines for executives. Greater accuracy.

If *your* operation involves up-to-date figures on large volumes of fast-moving items or accounts—why not look into the fabulous speed, accuracy and economy of Univac File-Computer? Send today for free booklet TM939: "A Big New Step Toward the Automatic Office," Room 1640, 315 Fourth Avenue, New York 10, N. Y.

there's a
UNIVAC*
electronic
system for every
computing need

* Registered in the U. S. Patent Office



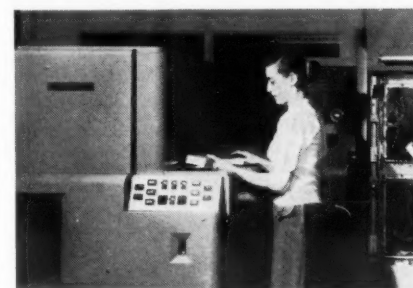
to present accounts payable systems, the pre-punched and pre-numbered checks incorporate all the automatic features of tab card checks. The continuous form makes it possible to prepare voucher checks on automatic equipment; they can also be prepared on typewriters and some bookkeeping machines. Checks are also available on unit set forms.

For more details, circle number 830 on Reader Service Card.



Automation in advertising

The first electronic computer installed in an advertising agency is in operation in Young & Rubicam's accounting department. The Univac 60 will be used to expedite accounting operations. For example, in the case of newspaper payments and billings, the machine will read



from a punched card the number of lines of space ordered per the insertion order, multiply by the card rate, reduce the result to cost (85%) and, where appropriate, calculate and deduct any cash discount to arrive at the net amount due the publication.

All these calculations, an automatic check of their accuracy, and accumulation of results by publication, will be performed at the rate of approximately two cards per second. In addition to newspaper billings, the new machine will also be used for computations involving TV and radio spot costs, art and mechanical billing, and automotive cooperative advertising funds.

s s s s s tax quiz s s s s s

Recent tax court cases

by Benjamin Newman, Tax Attorney, Koenig and Bachner, New York

THE QUESTION

Is expense money for someone performing promotional services for a firm, ordinary and taxable income, open account indebtedness, or a gift?

THE FACTS

In 1917, Arthur Bouchard entered into an agreement with the Janeau Stamping and Manufacturing Co., to perfect a dishwasher and several other articles, to acquire steel for the company, and to promote sales. In return, Bouchard received money for his living and traveling expense; \$5,610 in 1948, and \$2,800 in 1949. He did not repay any of these amounts, and did not include them in his income.

The commissioner made additional assessments for 1948 and 1949 which were affirmed by the Tax Court. Bouchard contended that the question was not one of salary, wages, or other compensation paid, but open account indebtedness . . . and the legal obligation . . . to repay said indebtedness. It was intimated that, in the alternative, these payments might have been gifts to the taxpayer.

THE RULING

The U.S. Court of Appeals affirmed the decision of the Tax Court which held that the amounts received by Taxpayer and not repaid were compensation for services rendered and not gifts. The Tax Court had established that Bouchard received payments for serv-

ices he performed from which the Janeau Company hoped to make profits. Nothing in the record indicated that the payments were gifts rather than compensation. (*Bouchard et al v. Commissioner, U.S. Court of Appeals, decided February 6, 1956.*)

THE QUESTION

Should mortgage prepayment charges be considered interest income to the recipient for tax purposes?

THE FACTS

Taxpayer is a mutual life insurance company. Much of Taxpayer's investments are composed of mortgages on real property. As is the custom, any mortgagor seeking to prepay a mortgage is required to pay a penalty for that prepayment privilege. In the years 1949, 1950 and 1951, Taxpayer received many such penalty payments from mortgage debtors. It did not include

these amounts in its gross income for those years. In accordance with Rev. Ruling 55-12, 1955-2 CB 10, argued Taxpayer, such payments were held not to be deductible as interest payments. Therefore, concluded Taxpayer, they are not includible as interest income. The Commissioner, however, contended that the penalty was merely additional interest, and taxable as such.

THE RULING

For all practical purposes, declared the Court, the penalty is an additional

interest charge imposed upon the borrower, for the use of the money for a



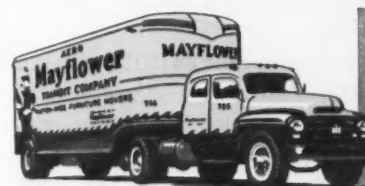
Case of the Vanished Back Platform

AN EXCLUSIVE MAYFLOWER BEST-SELLER!

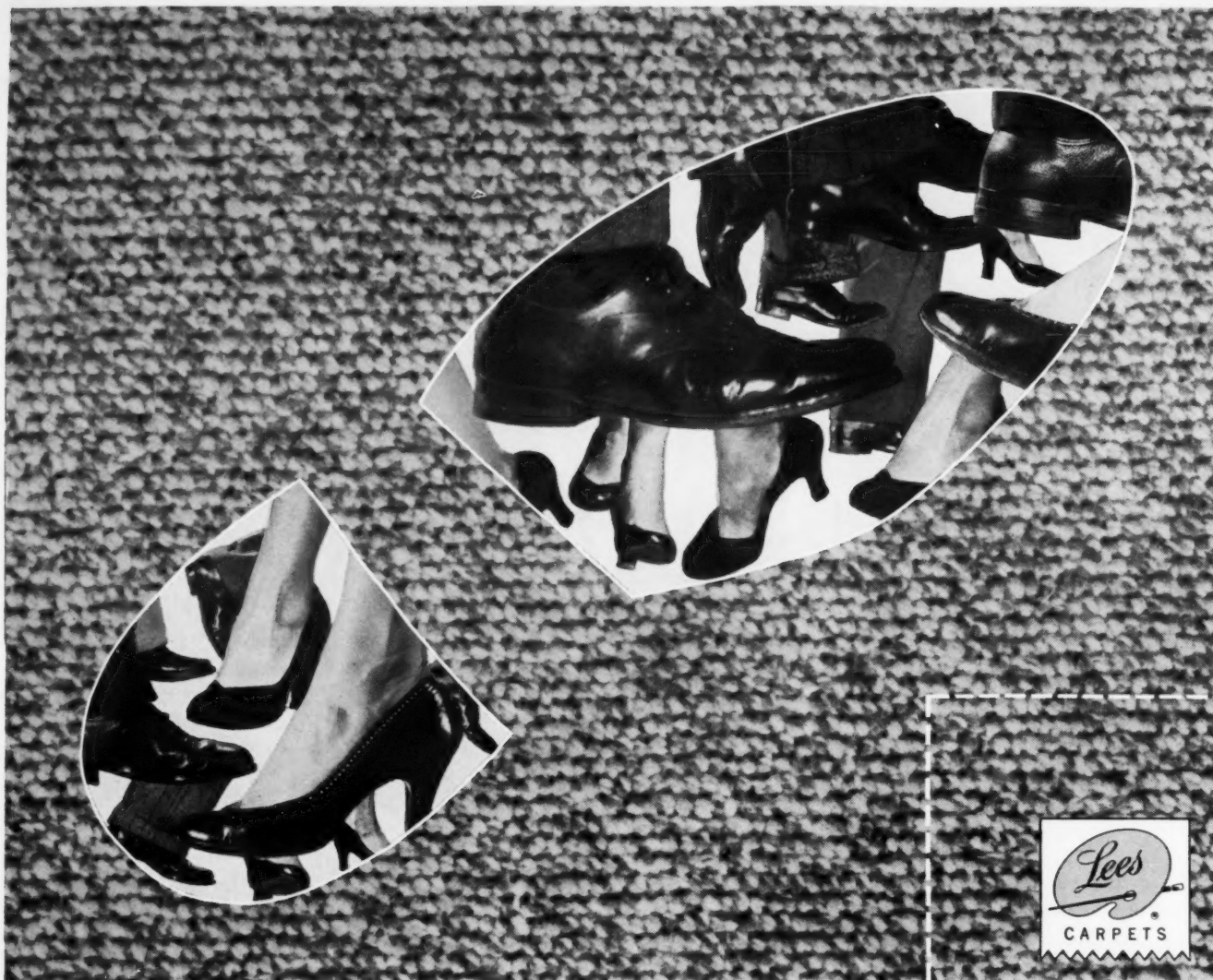
► When you use Mayflower Long-Distance Moving Service for your personnel transfers, you can be sure their furniture gets no "back-platform" ride. That's because Mayflower vans have no tail gates. Everything's locked safe *inside*, away from damaging weather in specially-built weather-proof vans. Mayflower takes every precaution to protect your employee's goods. Be safe . . . move them the Mayflower way!

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS

Mayflower Service is available through selected warehouse agents throughout the United States and Canada. Your local Mayflower agent is listed under Moving in the classified section of your telephone directory.



America's Finest Long-Distance Moving Service
(Circle 702 for more information)



SPECIAL CARPET NEEDED HERE

*Here's why LEES patented carpet
SPECIAL WILTON 24/501
is taking top honors in Toledo*

CASE HISTORY: Lees remarkable all wool Special Wilton 24/501 is proving its worth in Lamson's of Toledo, one of America's prestige department stores.

INSTALLATION: In 1952 Lees 24/501 was installed throughout Lamson's heavily trafficked 2nd floor. Last year, because of the outstanding success of this fabric in taking rugged wear and retaining good looks, Lees 24/501 was installed in Lamson's 3rd floor Fashion Center and new Parkway Plaza branch store.

RESULT: Store executives agree that after three and a half years of hard usage Lees 24/501 looks almost as fresh and unworn as at time of installation. Even in extra busy areas, normal soiling cleans simply and easily.

REASONS: for 24/501's outstanding performance:

- **ENGINEERED FOR HIGH TRAFFIC AREAS:** all wool 24/501 was developed by Lees to take daily hard wear and look better longer.
- **PATENTED LEES WEAVE:** the dense

(Circle 735 for more information)

tightly looped pile of 24/501 Wilton construction has more wool on fabric face.

- **50% MORE FACE WOOL:** means more "working wool" than ordinary Wilton construction, greater wear than any comparably priced fabric.
- **LONG TERM INVESTMENT:** quality of 24/501 proven in numerous installations means more useful years for dollars invested.
- **MODERN TEXTURE:** available in solid colors, two- and three-tone moresques.

See how 24/501 will perform in your own heavy traffic areas. We'll send a sample and detailed performance information. It's worth looking into. Write to: James Lees and Sons Company, Bridgeport, Penna., Commercial Carpet Division.

shorter period of time than that originally agreed upon. In the interest of consistency, stated the court, the word "interest" must be defined to mean the same thing throughout the Code. (*General American Life Inc. Co. v. Commissioner U.S. Tax Court*, decided March 16, 1956.)

THE QUESTION

Are payments made to the widow of an employee tax free gifts?

THE FACTS

Taxpayer's husband had been general manager and secretary-treasurer of a department store for a number of years prior to his death in November 1950. His annual salary was \$12,500, and this salary agreement was his only contract for compensation. In 1947, the decedent had received a bonus of \$15,000, and for the years 1948, 1949, and 1950, a bonus of \$20,000. In January of 1951 and 1952 (following his death), the board of directors of the department store voted Taxpayer a bonus of \$20,000 and \$5,000, respectively. Taxpayer was not an employee of the department store and had never performed any service for it. She contended that these payments were gifts, and therefore not taxable to her.

THE RULING

The determination, whether the payments constitute taxable income or a gift, depends upon the intent of the Payors. Taxpayer's husband had been compensated for his services in all prior years. There was no contract or obligation to pay any further sums to him. Therefore, concluded the Court, the amounts received by Taxpayer were intended by the Payors to be gifts, and accordingly are not taxable. (*Matthews v. Commissioner U. S. Tax Court*, decided February 29, 1956.)

MANAGEMENT METHODS



Does your desk
weigh a **TON?**

It will . . . if you send it overseas by ocean freight. Forty cubic feet is all the space allowed you in cargo space for a ton and the average desk is 5x3x3 or 45 cubic feet. Unless a ton of your cargo goes into this space . . . the freight will be paid for not by weight but by volume. This will result in a much higher rate . . . your customers may pay as much as \$640 per ton . . . when the quoted rate is only \$80!

If your customers spend more for transportation, they buy less from you. And your products are in a less competitive position overseas!

Now . . . with new, lower tariffs and our Golden Rocket service . . . we offer the greatest speed while our far-lower-than airline rates compare favorably or beat much slower ocean freight. Find out. Call or write for service or information. Do it today!

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Gentlemen:

Send me the following —
☐ "Water on the Brain" Folder
☐ Golden Rocket Folder
☐ Other FREE Literature

Name _____ Position _____

Firm Name _____

Address _____

City _____ Zone _____ State _____

(Circle 704 for more information)

JUNE 1956

diagnostics

FOR MANAGEMENT

by Leslie M. Slote

Director of Industrial Relations, Norden-Ketay Corporation
Management and Labor Relations Consultant

question:

In your recent article on activity analysis (February, 1956), the chart shows the flow of procedural functions with corresponding assignments of responsibility, by position titles. How do you determine the number of people actually needed for each position title?

answer:

After completing the activity analysis chart, it is a fairly simple process to staff each position title with the required number of personnel. Take a particular function or sub-function, determine the number of times this function must be performed, estimate the unit time it takes to perform this function, and then multiply these two figures to give the total time required. This is expressed by the formula:

$$\text{NO. OF TIMES FUNCTION IS PERFORMED} \times \text{UNIT TIME PER FUNCTION} = \text{TOTAL TIME REQUIRED}$$

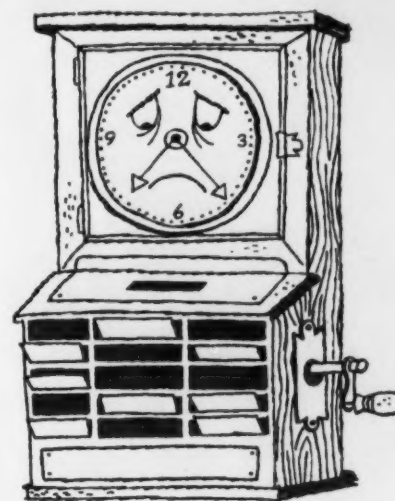
For example, item 1.3 in the activity analysis chart (Figure 1) requires an Accounts Payable clerk to check vendor's invoice item price, and quantity

Actions Required			
Ref.	Basic Functions	Reference	Sub-Functions
1	Process vendor invoices	1.1	Receive and sort Accounting Dept. mail
		1.11	Segregate new invoices, corrected invoices, credit memoranda, vendor correspondence, etc.
		1.12	Deliver 1.11 to A/P section
		1.21	Receive and stamp invoices
		1.22	Distribution advice stamp on original
		1.23	All duplicate copies stamped: "Duplicate—Do Not Pay"
		1.3	Check invoice item, price, and quantity against yellow copy of Purchase Order
		1.31	If O.K., to comptroller for checking extensions, discounts and totals
		1.32	If not O.K., check with Purchasing Dept., get written approval
		1.33	If communication with vendor necessary, phone or write, and follow-up
		1.34	Follow-up on 1.33
		1.35	Initial invoice when O.K.
		1.4	Check Receiving and Inspection Report (MC-33) against invoice

FIGURE 1, above, is a small section of an activity analysis chart. This shows the actions required, a detailed flow procedure of all steps in sequence, required to accomplish the administrative goal. FIGURE 2, below, reproduces sections of a chart for staffing by position title.

STAFFING BY POSITION TITLE						
DEPT.	Accounting	PROCEDURE	Processing Vendor Invoices	ECHelon	A/P Section	DATE 5/15/56 APP'D ASB
REF.	FUNCTION	WEEKLY FREQUENCY PER FUNCTION (OR NO. OF TRANS-ACTIONS PROCESSED PER WEEK)	MINUTES PER FUNCTION (OR TRANSACTION)	TOTAL MINUTES PER WEEK	TOTAL HOURS PER WEEK	POSITION TITLE
1.1	Receive and sort Acctg. Dept. mail	—	—	85	1.4	Mail Clerk
1.11	Segregate new invoices corrected invoices, credit memos, vendor correspondence, etc.	—	—	125	2.1	Mail Clerk
1.3	Check invoice, item price and quantity against copy of purchase order	1,560	2.5	3900	65.0	A/P clerk

JOB ABSENTEEISM



How you can cut it down
by a practical plan which
helps employees solve their
own personal financial problems

Figure how much employee absenteeism costs your company each year. Then consider the fact that one of the chief contributors to this management headache is personal financial trouble. When you help your employees check money worries—you help check absenteeism. You'll see efficiency and safety records improve, too.

Today many companies are encouraging a practical means for their employees to solve their own personal financial problems through the establishment of employee credit unions.

A credit union is simply a group of people who operate their own borrowing and savings plan right where they work under a plan chartered and supervised by government agencies.

Credit unions can and have eliminated pay advances and wage garnishments. They have done much to cut down absenteeism and job quitting by building morale, self-respect and dependability. Business management benefits directly through savings in time and money. The coupon below will bring you prompt and complete information about how you can bring the benefits of a credit union to your employees and your company.

SEND FOR MORE INFORMATION

Credit Union
Box 57, Dept. MM-1
Madison, Wisconsin

Send me more information about credit unions.

Name _____

Company _____

Address _____

City _____ State _____

(Circle 721 for more information)



*"But why lay you off
when they're working nights?"*

How COME Schmidt's taking his ease on Tuesday morning? His foreman will tell you there just isn't enough work to keep him busy.

A production slow-up in drop-forging means no parts to assemble. So assembly-worker Schmidt is temporarily laid off, while others go into overtime to get things back to normal. Shipments are delayed. Customers are getting sore, and profits are taking a beating.

Keysort punched-card accounting could have kept Schmidt on the job. With a weekly work-load summary to indicate

drop-forging's predicament, management could have taken the corrective step of adding an extra shift there *on time*. And *prompt* action would have resulted in an even flow of work into assembly — and full production.

McBee Keysort can give you *fast, accurate* reports on every phase of factory operation. Whatever your size or set-up. At remarkably low cost.

The trained McBee man near you has a presentation which will show you how it's done. *It will take him just one hour from start to finish*. Phone him, or write us.

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Punched-card accounting for any business

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Offices in principal cities • In Canada: The McBee Company, Ltd., 179 Bartley Drive, Toronto 16, Ontario
(Circle 744 for more information)

against a copy of the purchase order. Suppose that an average of 312 invoices have to be checked daily. Based upon a time-ladder study, suppose we have approximated the average time required to check an invoice to be 2.5 minutes, including allowances for fatigue, personal time, interruptions, occasional difficulty in checking, etc.

The total time required per day is therefore $312 \times 2.5 = 780$ minutes, or 13 hours. Since one clerk's time = 8 hours per day, it is obvious that two clerks are needed. The second clerk is only utilized 5 hours on this operation. Therefore, three extra hours are available daily for other work, or as emergency time on the same operation when peak loads exceed 312 invoices per day.

A convenient chart for staffing by position title is shown in Figure 2. Note that a more accurate picture is obtained by computing times on a weekly rather than daily basis.

question:

Has a survey been made to find out the correlation between time spent at work and company profits?

answer:

Yes, in a recent issue of "SERVICE for Company Publications", published by the National Association of Manufacturers, it was revealed that only 19½ minutes a day are devoted to earning profits. The average manufacturing company spends most of the day paying off the costs of doing business. Further, only about half the 19½ minutes results in dividends for the owners. The rest are used for investment in the business.

They arrive at this figure in a very simple manner. Three hours and 55 minutes will be used to pay for materials and supplies. Wages and salaries will take two hours and 19 minutes. Lunch takes one hour. To pay all taxes, federal, state, and local, uses up another 43¼ minutes. Repair and replacement of facilities will require 29 minutes. For research and promotion, 14¼ minutes more are used up. By now it is 19½ minutes before the day ends, at 5 p.m. In this short time, the company must earn the profits it must make to stay in business. m/m

MANAGEMENT METHODS

How to win a conference

by William D. Ellis and Frank Siedel



"Gentlemen, nothing is impossible," he said

EDITOR'S NOTE: After we read the new book "How to Win the CONFERENCE", we contacted the authors (Ellis and Siedel) to write a basic article on the art of the conference. Drawing on their book, they have tried to demonstrate by actual example, how to win a conference. The book is available from the publisher, Prentice-Hall, Inc., Englewood Cliffs, N. J. for \$3.95. Mr. Ellis is the President of Editorial Services, Inc., and Mr. Siedel is President of Storycraft, Inc., both in Cleveland, Ohio.

Every executive's success or failure depends upon his ability to get his ideas across in a conference. No matter what his special job is—sales, production, or personnel—his administrative abilities are wasted if he is unable to sell himself in a face-to-face situation.

How many times have you watched

an idea disintegrate after a short talk with the boss? How many times have you squelched the creative inspiration of your assistant? These things probably happen to you every day, although you don't identify them as conferences. Yet, they are. It's important to be able to recognize a conference, because every executive day falls into a pattern of informal and formal conferences. A phone call asking about delivery dates, a talk at the snack bar about a new assistant, a salesman's visit — all these are conferences.

A conference is a contest to win a man's agreement. When you recognize this, you are alerted, and can prepare to take a position or make a decision.

There are no set rules to guide everyone through every problem. Even men who win conferences regularly can't tell

how they do it. Their methods are as various as the men themselves. The following case histories provide a liberal education on how to win—and lose—a conference.

How action makes its point

John Patterson of the National Cash Register Company called his entire sales staff to a big meeting to announce a highly increased sales program. The meeting was held in the company dining room in the Dayton, Ohio headquarters. As the meeting progressed, Patterson noticed that his salesmen were listening in the relaxed manner of men who thought the challenge too enormous to be taken seriously.

At two o'clock in the afternoon, Patterson interrupted his remarks with "Gentlemen, I am apparently putting this badly. We will adjourn immediately and reconvene here at breakfast tomorrow morning at nine. At that time I will have found a more persuasive way to prove to you that these objectives are entirely attainable."

The salesmen were surprised at Patterson's perceptiveness, as well as at the adjournment. Explaining his action to an aide, Patterson said that he stopped the meeting because his men weren't taking him seriously. They felt the objective was too big to be accomplished.

He intended to prove to them that anything is possible. He immediately set to work, telling his aide "When these men return to this dining room tomorrow morning for breakfast . . . I

ESTABLISHING YOURSELF IN A NEW JOB

Alfred E. Perlman

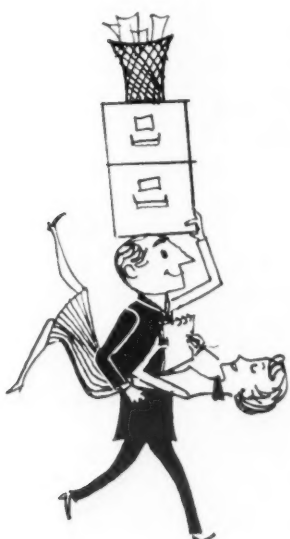
When Alfred E. Perlman took over the presidency of the New York Central railroad after Robert Young's flamboyant proxy victory, he had a big job ahead of him. Young was known as a man who makes sharp and drastic changes. The 100,000 New York Central employees naturally expected that any president hired by Robert Young would come in with big personnel changes. Their worries were soon over when Perlman announced at the first meeting not even his own private secretary was coming with him. He said he first wanted to spend six months getting acquainted with the people and the problems of the railroad. He quickly won over the men to his side.

Bill Bailey

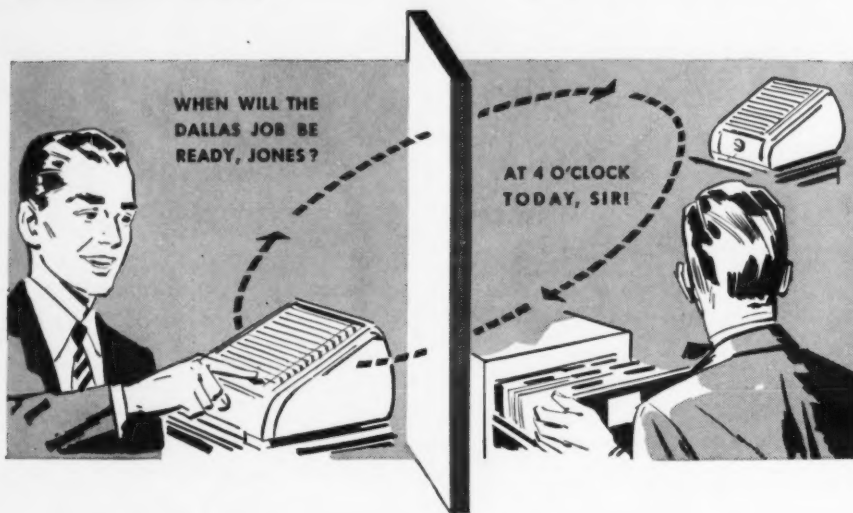
When a large midwestern manufacturer decided he wanted to triple production, he searched out Bill Bailey, a Bethlehem Steel mass production executive accustomed to handling big problems. Bailey was taken to meet the foremen of the company, who had grown up with the production line since the time it produced piecemeal. Each had carved certain niches for themselves in the production set-up, and as they were naturally worried with the threat to their security, there was some sort of subdued belligerence. Bailey shook hands all around the room and then said "Gentlemen, I am the last man to be hired from the outside." The men immediately felt at ease and cooperative, and prepared to go to work.

Benjamin Fairless

When Benjamin Fairless was about thirty, he was made general manager of Central Steel. They had just taken over another plant, and Fairless' job was to step in and start running the merged company. In a situation like this, executives of the absorbed firm are always nervous, suspicious, and inclined to drag their feet. Fairless was quickly able to sense the not-too-well hidden hostility of the men. The atmosphere was tense. Fairless stepped into the conference with a grin, saying, "No management in this plant has ever lasted more than twenty-two months. We've got a lot of work to do in twenty-two months." Not a single man hesitated in "pitching in" with him.



How to get more working minutes per hour!

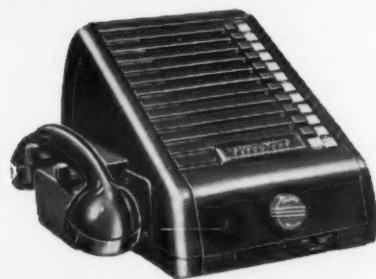


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want not one stick or stone of this building to remain. And I want grass to be growing here as though there never was any building here."

Three demolishing companies arrived that afternoon and began tearing down and hauling away the dining room. An excavation company was commissioned to bring in dirt to fill in the basement. With 20 automobile headlights focused on the area, landscape gardeners worked all night laying down strips of sod obtained from nearby pastures. A local florist spent all night transplanting 200 potted geraniums in the middle of the grassed over area.

At breakfast time, the bewildered sales force wandered over the grounds looking for the dining hall. Finally they converged around the geranium bed where John Patterson stood. "It was worth it to make my point, gentlemen. You see anything . . . I mean anything . . . can be done." This of course is an expensive, but certainly dramatic way of winning a conference.

Prior planning

Prior planning is probably the most important weapon or tool to substitute for "natural born" leadership. The Army proved this during the War in their training programs, in the production of our so-called "ninety-day wonders." These men prepared themselves before each meeting with their platoons on the subject which was scheduled, and they were able to win the respect of seasoned veterans.

The procedure is very simple. For your next conference, you need only know the subject, know the people, and know how you want it to come out. You've got to determine your limits of action, how far you are willing to go for your objectives. In this matter you can anticipate an opponent's alternatives, and because you are prepared, you can show them the *where*, the *why*, and the *how* of your proposal.

Split the opposition physically

Gerald Van Schoor's company

makes a special kind of thermal piping. When a customer challenges the performance of this product, it's his job to inspect the installation. If it is incorrectly made, he tries to reach an equitable solution about sharing the cost of repairs.

He has developed one tactic which has helped him tremendously. Whenever he is talking to a group of four or more men, he always arranges to sit between them. He sits in the middle, never letting them sit opposite him. If they all sit across the table like a board of inquisition, they gather too much support from each other. The very physical arrangement actually sharpens the lines of contest. Sometimes, even if a man wants to agree with your reasoning, it goes too much against this physical alignment. If he's sitting *beside* you, it's easier to express agreement.

Overpowering boldness

During a financial low, the banks were going to close down Augustus Swift, the meat packer. Twelve banks found that they were creditors of Swift's, and each suspected that Swift was seriously overexpanded. Each bank assumed that it was the major creditor, and they agreed to call Swift before them in a joint meeting to demand explanations and immediate payment.

Swift was really in trouble, and was engaged in a critical struggle to keep his doors open. When the summons arrived, in fact, he was just leaving for the East to seek more credit. But he knew he would have to defer this trip to attend the meeting.

When he arrived at the meeting he had no briefcase, no assistants, no accountants, just a single sheet of paper. One of the bankers timidly began to approach the embarrassing subject. But Swift quickly interrupted. "Gentlemen, if I may, I'll speak first. I am glad of this opportunity, as I was going to seek you out anyway. You see, I am applying for a loan extension from each of you. And in addition, I will require additional loans from each of you by about double my present notes."

MANAGEMENT METHODS

It took the bankers time to muster an answer for such apparent effrontery. Swift followed his words immediately by drawing the sheet of paper from his pocket. "I thought it would be considerate of me to let you all know how much capital the others have advanced me." He read the figures, and each banker saw that he was not the major creditor. They realized that in a foreclosure, each bank would get very little. Swift continued "I believe all of our best interests lie in keeping this ship afloat." As a result, the Swift Company is very much in business today.

Actually getting started

The second floor hallway of a medium sized motion picture production company was the scene of an interesting conference. The owner asked to have an over-size table, which was at the head of the stairway, brought down to the first floor. The conference resulted when four employees went upstairs to bring down the table.

It was apparent that a certain amount of maneuvering would be necessary to get the extra large table down the narrow staircase. One suggested removing the legs from the table. The others said it seemed like a lot of work, and it would take too much time. The next idea was to measure the width of the table and the size of the opening, to determine clearance. This was generally agreed upon until somebody argued that the angle in which the table was held in relation to the staircase would alter the clearance.

The owner had meantime become impatient for the table and he joined the conference. The conferees explained the considerations that had thus far been under discussion. The owner listened with labored restraint. Then he said "All right, now let's do it my way."

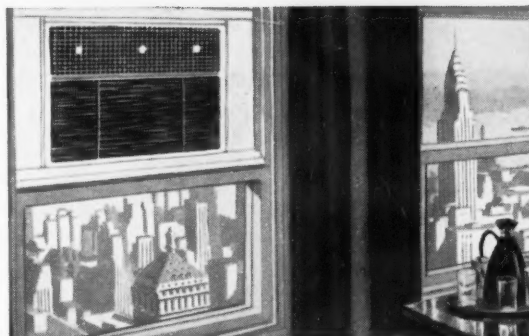
"What way is that?"

"Let's start." Whereupon everyone took hold of a corner and maneuvered the table successfully down the stairway. If this seems to be a flippant and inconsequential incidence of resolving a conference, you would be surprised to learn how many hundreds of business conferences become ensnarled in the same kind of foolish dilemmas.

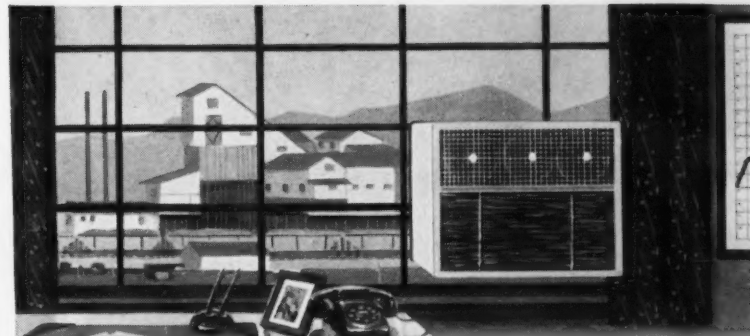
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New G-E Thinline Room Air Conditioner fits any type window or through the wall

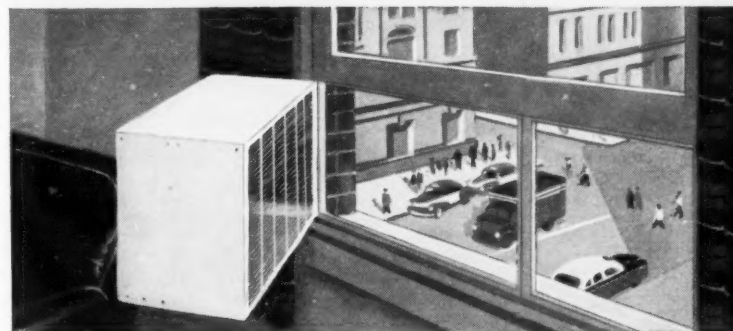
(TAKES $\frac{1}{3}$ LESS SPACE)



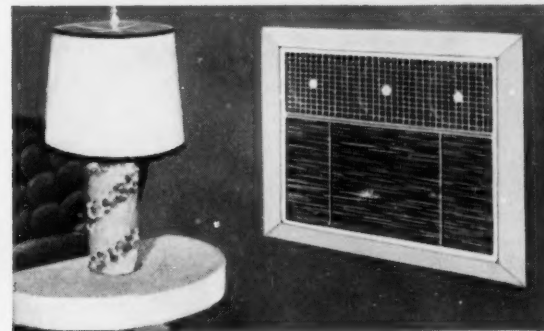
Fits in upper or lower half of double-sash window.



Fits casements, too—without alteration or mutilation of window.



Can be installed to swing open—allows access to outside for cleaning.



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Amazing versatility gives old and new buildings low-cost, area-by-area air conditioning

Because of its unique spacesaving design, the General Electric *Thinline* Room Air Conditioner can be installed in virtually any window space with little or no projection either inside or out.

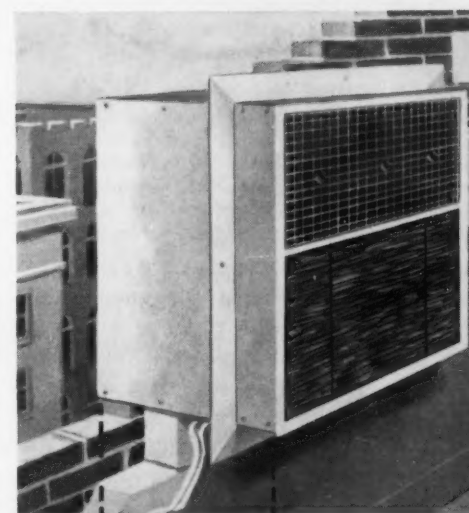
It can even be installed either all-inside or all-outside the windows and still project less than previous corresponding models.

Thinline Room Air Conditioner installation offers you efficient, low-cost operation by cooling only the areas of the building in use at any given time. With an Accessory Timer, available

at slight additional cost, *Thinline*s can be set to go on and off automatically on a pre-arranged schedule for a seven-day cycle.

When you invest in *Thinline*, you are assured of General Electric's famous dependability. You can rely on prompt delivery and installation. All units backed by a written guarantee.

The G-E *Thinline* is available in $\frac{1}{2}$, $\frac{3}{4}$ and one horsepower models, all in the same sized housing. General Electric Company, Appliance Park, Louisville 1, Kentucky. Most models available in Canada.



Only 16½ inches thin

Fits flush with wall, with little or no overhang. To install through the wall in new construction, build in the all-metal sleeve where you intend to place a *Thinline*. Seal the sleeve until you are ready to install the unit. Then, slip the unit into the sleeve for weather-tight installation.

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CARBON PAPERS — For use on all makes of typewriters. Weights and finishes for specific typing requirements. Sizes for unusual job requirements.

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OFFICE MACHINE RIBBONS — Adding machine ribbons for most makes. IBM Tabulating Ribbons of all types. Billing, Posting Machine Ribbons for Elliott-Fisher, IBM, Sundstrand, National Cash Register and others. Also Ribbons for addressing, time recording and teletype machines as well as for all hectograph requirements.

ACCESSORIES — Hand cleaners, type cleaners, instrument oil, duplicating fluids and manifold tissue.



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Factory branches in Chicago, Detroit, Philadelphia, Pittsburgh, San Francisco,
New York and Cambridge
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The empty chair-company policy

At every business conference, whether it convenes in the executive suite or on the production floor, there is an empty chair. It stands at the head of the table and usually dominates the proceedings. This chair is occupied by a strange and unaccountable combination of experiences, opinions, and philosophies which have accumulated through the years and emerged as a set of authoritative beliefs. It is called *company policy*. It is undoubtedly a most formidable influence at any conference table. Admittedly, it changes through the years. However, in a cult which worships experience as much as the American business system does, company policy is an important influence on the actions and operations of every level of a company.

Whether or not company policy is being discussed at the conference table, remember that it is still there. Therefore, the more you know about it, the better your opportunity to bring its tremendous influence to bear on your side of the question. The important thing to bring to your conference table is a knowledge of the policy and a questioning attitude. Don't challenge it until you are well fortified with facts and statistics.

Humor in the conference

One of John Fox's many projects is the Boston Post. John Fox is a reasonable, fair minded man who has an explosive temper which he controls carefully. One day his chief financial adviser, John Faxon, opposed him consistently on a point in conference. Fox blew up in anger. There was a rolling barrage of spontaneous wrath which blasted Faxon for ten minutes straight. Suddenly Fox noticed the room was shocked into a hurt and embarrassed silence. He quickly came to his senses and grinned. "I'll have to apologize for Faxon, gentlemen. He loses his temper." Amidst laughter and good feeling, sudden affection for Fox put the meeting back on the good road.

Soften the truth

The Harris brothers, founders of Harris-Seybold, had engineered a new printing press which would register 15,000 impressions an hour. Until then, the standard for this type of job had been about 2,000 impressions per hour.

Elated with their new product, they proceeded to invite the printing industry to watch a demonstration of the new press "which will print 15,000 copies per hour." The claim seemed so fantastic at the time, and the prospects were so incredulous, that the general reaction was that it couldn't be so, and it would be a waste of time even to look at it. The Harris brothers decided to change their story to convince the would-be users. On their next call, they invited people to watch the demonstration of the new high speed press. When asked what high speed it was, they admitted that although it sounded fantastic, it would print over 5,000 impressions an hour.

With revised downward advance billing, they succeeded in getting the industry to see what they had. The original claim by the brothers was then quickly substantiated.

How to lose

The young president of a diesel locomotive manufacturing company was faced with union demands for a 12¢ per hour increase. A four-hour session with his auditors, and a 30 minute meeting with the board of directors, convinced him that the raise was logical and justified.

He called in the union officials and announced that he was willing to meet their request for a 12¢ per hour increase. When there seemed to be no overt joy among the union officials, the president proceeded further. He told them that he would do better than that, that there would be a 15¢ per hour increase across the board. This was on Monday; the announcement was to be made on Wednesday.

On Tuesday morning at 9 o'clock the

men went out on strike. The president was bewildered. But an attorney specializing in labor law explained his mistake to him. By accepting the union's demands without an argument, he made them feel that they had been taken. As a matter of fact, by going further and giving them more than they had demanded, he had taken away from them the prestige of winning a victory. By yielding a point without an argument, he had taken away some of the union's justification for existence.

Timing wins the argument

The top brass of a large oil company was assembled for the purpose of deciding how the company would manage to land a big turnpike contract. Only one brand of gasoline was to be sold on the road. Whoever bid low enough to get the business immediately had to lay out tremendous capital to build stations every few miles. The bidding was so competitive, it was questionable whether the investment would ever pay off. Discussion revolved around methods of reducing the capital investment, as man after man presented elaborate sets of statistics concerning sales volume and profits and costs. As discussion continued, the dilemma only seemed more apparent. Then from the back of the room, a young assistant in the marketing department who was there only because he had put together one of the presentations, spoke up. He asked a very pertinent question, "Why do we want to go on this turnpike anyway? Couldn't we build stations on the access roads where we wouldn't have to get into this bidding? Couldn't we send cars onto the pike with full tanks and catch them coming off with empty tanks? That way, the stations would draw business from the nearby towns and still get a pretty good piece of the turnpike volume. Wouldn't we be better off to let someone else take the turnpike headache?"

The speech was perfectly timed. While the suggestion would have been ignored a half hour earlier, at that precise moment it carried a lot of weight.

(Next page, please)

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a new high style in breathable vinyl upholstery comfort



DORCHESTER†

—a striking new breathable "Fabrilit" pattern with the quality look of hand-loomed tweed. Yorkshire Brown. Mayfair Pink. Exmoor Green.

For furnishings that get heaviest use—even abuse...



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BETTER THINGS FOR BETTER LIVING
...THROUGH CHEMISTRY

*"Fabrilit" is Du Pont's registered trademark for its elastic-supported vinyl upholstery. †Design Patent Applied For. (Circle 724 for more information)

Capitalize on trouble

When Lee Sherman Chadwick was a young engineer with the Perfection Stove Company in Ohio, he was called into the office of Francis Drury, president, with four other men who constituted top management. They all looked depressed. The company manufactured oil stoves on an exclusive contract with the Standard Oil Company. The stoves were sold under Standard Oil's name and were built to their specifications, in order to build a market for fuel oil.

In a despairing gesture Mr. Drury handed a telegram to Chadwick. It read "Effective March 1st we will terminate our contract with you for stoves. Will require no more in the future." Chadwick looked around the room and studied the telegram again. He apparently had been called to this meeting to decide how quickly they could close down the plant.

Instead, he said, "Gentlemen, I congratulate you." After a reaction of scowls and questioning expressions, Chadwick continued, "Now you can manufacture your own stoves in your own design and size and you can put your own name on it. For once you will get out of the dangerous position of having only one customer. With your own name on the stoves people will know you're in business. This is the best thing that could happen."

In real trouble, the man who brings a message of hope to the conference, which he is obviously willing to back up with performance, will be given the go ahead signal.

Finding the source of influence

A jobber salesman of pneumatic equipment developed a sure fire protection against the world's greatest time consumer for salesmen—talking to the wrong man. In the middle of a sales pitch to a new customer, he would suddenly pause, and ask, "By the way, do you have the authority to buy this stuff, or do I have to see your boss?"

This was not calculated to win

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*Automated Data Processing



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How it works

EXPERIENCE pays in this field. The Moore man, having the benefit of experience with many companies, brings a wealth of knowledge and an outside viewpoint to the problems of your company.

MANAGEMENT METHODS

SMOOTH SYSTEM KEEPS A WAREHOUSE WORKING

An ADP Order-Shipping System assures same-day shipments, positive control and accuracy



MAIN OFFICE A Moore one-part continuous form is used to teletype the customer's incoming order from the main office to the warehouse. This saves many hours of delay in getting orders entered at the warehouse.



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SHIPPING ROOM Part 1 of the form gives Shipping a packing list to enclose. And also the addressed label. Part 2 of the form, with label attached, travels with the package, to the Mailing Clerk.



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Moore forms are the heart of the ADP benefits

The company enjoys speed it never had before in transmitting orders to Shipping so they can be filled the same day. It operates with more accuracy, as transcribing errors have been eliminated. One typing is sufficient to relay information

or instructions to every point where needed. Any company, large or small, can learn how to begin getting ADP benefits simply by talking with the Moore man. He's in the Classified or write the nearest Moore office, below.

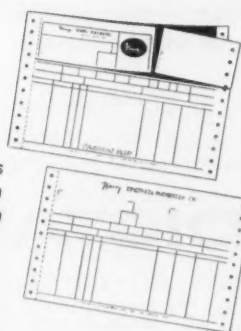
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Since 1882 the world's largest manufacturer of business forms and systems.
Over 300 offices and factories across the U.S. and Canada.

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Moore forms
used in
the system



friends, but it did influence people. More often than not he got a straight forward answer. If he was talking to the right man, the poor fellow usually had to prove his authority by giving our friend an order. If, as often happens, he was talking to the wrong man, the very brashness of the question invited a certain respect. Going directly to the source of influence is often the quickest way to a successful sale.

Winning on the telephone

When your phone rings, it's as though a man has walked into your office, and he deserves your undivided attention, just as though he had pulled up a chair opposite your desk. If you don't want to give full attention to your telephone calls, you should arrange to screen out such calls at your switchboard. If you are placing the call, it is even truer that your whole mind should be concentrated on what you want to get across.

Making a long distance call is a simple act that can often win your conference. Calling somebody at the cost of a dollar a minute makes an impression on the man no matter what his level. A toll call at that rate tells the recipient two things about your message: (1) it needs an answer faster than the mail will furnish, and is, therefore, urgent, at least to you; (2) though you may be presuming on his valuable time, you value his time at something like \$125,000 per working year, which insults very few men. Most men are willing to talk to you on those terms. And they are also willing to pay attention and think fast.

Paul Uniak, advertising manager of Cleveland Diesel Division of General Motors, operates in a very precise manner. When somebody calls up to make an appointment with him, the conversation usually goes like this on his end: "Fine, About what? . . . Good. Where? . . . All right. What time? . . . Fine. So long." No time is lost, and when you analyze it, everything is covered. When you go to see him, you usually make sure that you've organized to save a lot of time. This approach gets action.

(Next page, please)



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HERE'S all the dictating you're likely to do in a full week at the office—recorded on five little belts of plastic.

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The Dictaphone TIME-MASTER dictating machine.
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(Circle 722 for more information)



How to close a conference

The most important part of a conference is the end. Sometimes the last few minutes can dissipate all the good that was accomplished, or the final few minutes can salvage a failure. Chiefly to be avoided is a fizzle-out ending, such as: "Well, we've explored the subject thoroughly." "Well, we'll talk it over again." "Well, we'll work it out all right." These lead to no action and mean nothing, unless they have some academic interest to you.

Ray Culley, president of Ciné-craft Productions, Inc., closes every meeting with a crystallized summary. He does it almost by reflex. Although his method may be too studied for your use, it can be adapted to your own character. He verbally counts them off on his fingers. "We've decided then that we will deliver the finished film by November 8. Price, \$72,000. Geoffrey and Lamson, the agency, will furnish one man to accompany our crews as technical advisers, starting August 5th in Montreal. The steel company will clear our crews to enter all their plants by the same date. Very good, gentlemen. Let's go to work." When he is through, every man knows exactly what he has bargained for, and they usually like it.

Try to project yourself inside each of the men at the conference table—to look at your own proposal through their eyes. We call that empathy, and feel that it is the one word which summarizes the whole arc of the conference. It is the *art* of salesmanship. m/m

MANAGEMENT METHODS

How to use GOVERNMENT STATISTICS

A comprehensive survey of available business

information sources and services

A publisher of a mass-circulation magazine wanted to know what kind of people were on his subscription rolls, in as much detail as possible. Instead of making his own survey of his readers, he turned to the Bureau of the Census of the United States Government. He realized that since his subscribers were all Americans more than 6 years old, they had been around when the 1950 Census had been taken. There was, therefore, a great deal of information already on file.

He sent the Census Bureau a list of subscribers, and the Bureau pulled the appropriate schedules from its files. It made a punched card for each subscriber, and then transferred information to it that had been collected in 1950. These punched cards were then tabulated. The characteristics of the subscribers were sent to the publisher in summary form, along with a bill for the actual cost of the work done on the project.

The cards for each individual subscriber were never given to the publisher, of course, since data submitted to the Census and other statistical agen-

cies are confidential. The summaries could be released however, since they did not reveal facts about any particular person or family. The resulting analysis proved quite enlightening, and was used very effectively in the publication's sales promotion work.

This story, reported in the latest edition of *Government Statistics for Business Use*, by Philip M. Hauser and William R. Leonard, is not typical of the everyday services that the government statistical offices offer to business. It is a good example, however, of the kind of help you can get when you know *what* to look for and *where* to go.

The United States Government is one of the world's greatest sources of statistical information. More than any individual business, it must base its decisions and its actions on fact. Even if it wanted to, it cannot do things on the intuition of a brilliant executive. In addition, no other organization is as universally accepted as being authorized or impartial in the collection and analysis of figures. If there is suspicion of bias somewhere along the line, who else can get figures submitted as a mat-

Summary

of Statistical Agencies and Their Interests

Quoted from Hauser & Leonard, Government Statistics for Business Use

The agencies that are primarily statistical and their general areas of responsibility are listed below. These agencies account for the greater part of the statistical material discussed in this book.

Department of Agriculture: All current statistics on the production of crops and livestock; food processing; farm wages and labor; farm management; farm taxation and finance; prices farmers pay and receive; and all other matters related to the economic status of the farm as an industrial enterprise. Several parts of the Department of Agriculture provide statistical information, but the most important from the standpoint of general purpose statistics is the Agricultural Marketing Service.

Department of Commerce, Bureau of the Census: Periodic censuses of population, housing, agriculture, business, manufacturers, mineral industries, and governments; current statistics on manufacturing production; retail and wholesale trade; foreign trade; population and the labor force; state and local government receipts, expenditures and debt; and various other fields related to the foregoing. The most important function of the Bureau of the Census originally was the provision of periodic censuses that supplied detailed information on the basis of complete coverage in a number of the most important social and economic areas. More recently, increasing attention has been given to monthly, quarterly, or annual information in many of the areas covered by the censuses.

Department of Commerce, Office of Business Economics: Estimates of national income and product and related series; foreign investments and transactions; balance of international payments; estimates of inventories and sales; and (with SEC) estimates of actual and anticipated expenditures for new plant and equipment.

Department of Health, Education, and Welfare, National Office of Vital Statistics: Monthly and annual statistics on births, deaths, and other vital events.

Department of the Interior, Bureau of Mines: Current and annual data on the production, consumption, and stocks of minerals, including mineral fuels.

Department of Labor, Bureau of Labor Statistics: Current statistics on employment, earnings, man-hours, labor turnover, industrial accidents, work stoppages, wage rates, and collective-bargaining agreements; wholesale prices, retail prices, and consumer price indexes; housing construction and publicly financed nonresidential construction.

Other Agencies: Several other agencies, although not primarily statistical, are responsible for the collection of certain statistical material related to their functions. Thus, for example, the United States Tariff Commission collects statistics on the production and sales of synthetic organic chemicals. The Federal Trade Commission and the Securities and Exchange Commission cooperate in a quarterly summary of financial data covering manufacturing industries. The Board of Governors of the Federal Reserve System prepares the index of industrial production and several series on credit and banking.



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defense evidence that proof of age was demanded, and that the customer gave it to him.

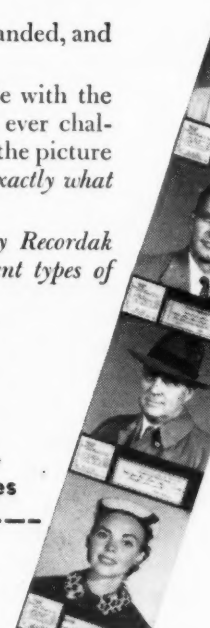
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ter of law? Regardless, the statistics are in the files in Washington, and no businessman can afford to overlook the wealth of statistical material available from his government.

Building a statistical library

Nobody can use all the figures that are available from all the government agencies that issue them. This is indeed fortunate, for they emerge in such volume that it would take the facilities of a good-sized library to handle them, and to make the information available in a usable form. It is not too difficult a matter to become familiar with sources that are of particular interest to you, and you can easily and inexpensively build a basic statistical library.

The first item on your shelf should be the Hauser and Leonard book previously mentioned. Just published by Wiley, it is available for \$8.50. The second item is a pamphlet, *Statistical Services of the United States Government*, available for 45¢ from the Superintendent of Documents. Its most useful section is a list of 125 principal periodical statistical publications. You can subscribe for any of these through the Superintendent of Documents, but you had better first get his free list of all government periodicals, which you can get by asking for Price List 36.

The basic reference volume is the *Statistical Abstract of the United States*, which is issued annually by the Bureau of the Census. This is a collection of government statistics from all agencies, including some non-governmental sources. Since it says which agency has issued the figures in each series, it serves as a guide to the likely places to go for further and more detailed information. The 1955 volume is available at \$3.50. If you find this useful, you may want to get some of the previous issues. While 1954 is out of stock, you can still buy 1949 through 1953, at prices ranging from \$3.00 to \$3.50 each. In addition, the government has issued two volumes that carry the figures back about as far as they can go. *Historical Statistics of the United States, 1789-1945* includes the more important series, and costs \$3.25; a pamphlet addenda (at 55¢) continues these series through 1952.

Much material in these publications is, of course, quite general. The average

executive usually wants specific answers to specific questions, and he wants them complete and right away. Where can he go to get the answers? This depends, of

course, on his area of interest. Here is a brief guide, according to subject matter, of what you can get from the government.

POPULATION

ALMOST every industry needs to know how many people there are in the various regions and States, what kind of people they are, and similar information. Only the Federal Government is able to supply such broad figures, since it is hard to conceive of any other agency able to handle such a vast amount of data.

The Constitution required that a census of population be taken every 10 years, to make sure that each state had its proper representation in the Congress. So our records of population started as far back in our history as 1790, and every ten years has seen a new "head count." Starting with this simple purpose, it became apparent that additional information could be obtained at the same time with comparatively little effort, and gradually other items were added to the decennial census schedules. With the development of mechanical tabulation, the information so collected could be analyzed in more and more ways, and the census reports became more extensive and more useful.

A complete list of Census publications is given in the free Price List 70, issued by the Superintendent of Documents. The main report on our population is contained in a 1384-page volume *Census of Population: 1950, Volume I, Number of Inhabitants* (\$7.00). Reports on individual states are available separately, at prices running from \$1.75 to \$3.75. These contain more information on the characteristics of the population than is included in Volume I.

Ten years is a long time, and our population doesn't always stand still over that period, so the Census Bureau issues two supplementary series. One gives monthly estimates of total population, with annual estimates of its distribution. To get more detailed information on the changing characteristics of our people, the Bureau interviews 21,000 households (shortly to be increased to 35,000) and issues monthly reports on key qualities. In addition, special surveys are issued from time to time covering specific local areas. These are made by the Census Bureau at the request of local governmental units—and at their expense—but the results are eventually published and made available to all. From time to time, the Bureau issues estimates of what is expected to happen to our population. While their estimates have been pretty good on the whole, they become less accurate, naturally enough, as they look ahead for a greater period in the future and at smaller sections of our country.

SOCIAL SECURITY

THE Social Security Administration's monthly publication *Social Security Bulletin* contains most of the available figures on the government's old age retirement program, as well as some related programs not immediately under the jurisdiction of SSA. This includes such programs as that of the Veterans Administration and the Railroad Retirement Board, although publications of these agencies, of course, go into more detail.

BIRTHS AND DEATHS

ANY projection of population trends depends, of course, on an accurate count of our major source—births. Figures start out with the filing of a birth certificate with a city or town or other local unit having jurisdiction. State-wide figures are collected by the State Health Departments, and transmitted to the U. S. Public Health Service, which releases them regularly, and culminates in the annual *Vital Statistics for the United States*. Collection of birth statistics was started in 1915, and at that time only 10 states were submitting figures to



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Washington. Others began to collect their own statistics, and by 1933, the entire United States had been included in the reports.

Death statistics are handled in somewhat the same way, and other areas covered by this agency include marriage, divorce, and illness. Most data are published monthly, but a few, especially morbidity and mortality, are also issued weekly. The Public Health Service also collects figures on hospital construction, public health activities, industrial absenteeism due to sickness, and other related information, using both regular and special surveys.

LABOR AND EMPLOYMENT

THE Department of Labor, and especially its Bureau of Labor Statistics, makes the greatest contribution to the figures in this area. The BLS issues a monthly report of non-agricultural employment, including hours and earnings. This covers the nation as a whole, and includes breakdowns for states and certain metropolitan areas, as well as for selected industries. Census issues its own monthly report on the civilian labor force, based on its sampling of individuals. Since Labor works from returns submitted by employers, they do not cover exactly the same situation, and must be used with care.

The Bureau of Employment Security collects figures on unemployment, as they are reflected in the registration with the various state employment services. Agricultural employment comes within the province of the Agricultural Marketing Service of the Department of Agriculture. Figures are also available, mostly from the Bureau of Labor Statistics, on such things as turnover, wage rates for various occupations, and work stoppages.

EDUCATION

MOST of the data in this field are supplied by the U. S. Office of Education, which maintains a number of series in this area. These include school enrollment, attendance, salaries, and so on. Its *Biennial Survey of Education* is the standard reference volume. Its data come mostly from school systems; the Census, from its sample individuals and families, issues certain data on school enrollment.

AGRICULTURE

THE over-all picture on the farm field is available from Census, which took its most recent special census for agriculture covering the year 1954. Preliminary reports which give basic data for each county and State have already been issued, and final reports will be issued during 1956. Current data on production, prices, farm real estate, and many other facets of our economy, are issued regularly by the Department of Agriculture. A useful reference volume for those interested especially in this field is *Agricultural Statistics*, issued annually by the Department, and available at \$2.25 from the Superintendent of Documents. This does for the farm statistics what *Statistical Abstracts* does on an over-all basis, and can serve as a guide to more detailed figures and their sources.

INDUSTRIAL PRODUCTION

THE Census Bureau has conducted regular surveys of manufacturing activity for many years. From 1920 to 1940, a survey was taken every other year, but war-time pressures interrupted the regular series, and the first post-war *Census of Manufactures* was not taken until 1948, covering activity during 1947. After the war, Congress passed a law setting up a five-year schedule for this and other surveys, calling for them to be taken in all years that ended in a "4" or a "9". Although they passed a law, the Congressmen were unwilling to vote the necessary appropriation in time, and the survey that should have been taken in 1954 did not occur until last year. Preliminary reports from this are now coming out as fast as they are compiled, but the final reports have not yet been released.

More current data, limited to specific industries, are issued in a series under

MANAGEMENT METHODS

the general title of *Facts for Industry*. An *Annual Survey of Manufactures* keeps some of the major data up-to-date. Other agencies sometimes have data on specific industries in which they have special interest. The Internal Revenue Service, for example, is the best source of current information on activity in distilled liquors, tobacco products, and other items covered by excise taxes. Power consumption by industry is followed by the Federal Power Commission. Labor has a series on productivity, and so on.

Mineral production is the special province of the Bureau of Mines, in the Department of the Interior. Its annual *Minerals Yearbook* is a basic reference volume, and is supplemented by more frequent reports on the more important commodities. The Federal Reserve System, using data from various sources, issues an index of industrial production.

BUSINESS ACTIVITY

REGULAR CENSUS' of the wholesale, retail, and service trades have also been carried out by the Census Bureau for many years. They are now on just about the same schedule as the *Census of Manufactures*, with the 1954 reports now being released. The Bureau also issues monthly reports on both retail and wholesale trade. Monthly indexes of department store sales and inventories, and weekly indexes of department store sales, are issued by the Federal Reserve System, both in Washington, and by each of the 12 district banks. Agricultural marketing figures are compiled by the Production and Marketing Administration, in its *Market News Reports*, as well as by the Agricultural Marketing Service.

PRICES

INDEXES of both wholesale and retail prices are kept by the Bureau of Labor Statistics. These are based on groupings of selected commodities, and are revised from time to time to take account of changing conditions. While they are very useful series, they are also very commonly stretched to cover situations for which they were not intended, and must be used with extreme care. Prices of specific commodities are issued by BLS as well as by other agencies—Agriculture for farm products, Bureau of Mines for minerals, etc. Agriculture also issues indexes of prices received and paid by farmers.

FINANCE

IN THIS realm, the spending of federal money is an important factor, and these figures are easily available. The Treasury issues a daily report on what has come in and gone out, as well as less frequent, but more detailed, reports. The Bureau of the Budget publishes over-all appropriation and spending figures. Most of the specialized credit agencies, such as the Veterans Administration, Farm Credit Administration, Federal Housing, and others, compile figures covering their special field of interest. Banking statistics originate primarily with the Treasury, with other aspects being covered by the Federal Reserve System and the Federal Deposit Insurance Corporation, while the Securities and Exchange Commission issues reports on stock transactions.

CONSTRUCTION AND HOUSING

FEDERAL figures in this field are perhaps among the least adequate government statistics available. This is due to the local nature of so much activity, and the lack of Federal controls which imply that reports must be made to a government agency. Most Washington data is based on figures collected from various private organizations, to which some federal activity is added. Some aspects of current residential construction are covered, of course, by FHA and VA as part of their financing operations. Hospital construction which involves Federal aid is followed by the Public Health Service, while the Office of Education does some work on school construction. Existing housing was surveyed in the 1950 Census, and this remains the most complete picture of how we live. The

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INCOME

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How to keep current

This is a brief introduction to a guide to government statistics. They are part of your tools in predicting the future and determining present action. You must know what is available, and be able to lay your hands on the figures you need.

Keeping in touch with what is available is not too difficult nor time consuming, if you do it with a system. If any of the regular periodicals contain materials that are particularly applicable to your business, get a subscription. Some are very specific. For example, if you are in the plastics business, you are pretty sure to get valuable information regularly in *Facts for Industry, Series 6-10*, issued monthly at 50¢ a year. If you are interested in the farm market or in agricultural production, you ought to send another 50¢ for a subscription to the monthly *Agricultural Situation*, which "contains statistics and general information regarding crops and other agricultural products and includes brief summaries of economic conditions." There are others, of course, in other specialized fields, and most of them also carry references to special publications in related fields.

To keep an additional eye on what is being released, you might get, at \$3 a year, the *Monthly Catalog of United States Government Publications*. This is the most complete list of what the government issues, whether for sale, for free distribution or for official use. A free circular, *Selected United States Government Publications*, issued every

other week, lists the most popular publications that can be bought. While it is easier to read, you may very well miss very specialized releases, if you rely on this alone. The Department of Commerce issues two publications of interest to business men wanting to keep up with things. *Business Service Checklist*, published weekly at \$1.25 a year, lists all Department press releases and publications, plus some from other agencies. Its *Monthly Survey of Current Business* at \$3.25 a year, is a more general magazine for business, and includes a weekly supplement.

Obtaining specific information

When you need the answer to a particular question, you can't always rely on these current periodicals. The *Statistical Abstract* should usually be your starting point. While it is packed full of facts and figures, it is not, of course, complete, but if it does not give you just the figures you need, it should guide you to the agency which is most likely to have worked along the lines in which you are concerned. Since many libraries have been named official depositories, you may find what you want there. If not, write directly to that agency, going into full detail regarding your requirements. You will find most agencies anxious to help, to see that greatest use is made of their work.

If the data have been published, you will be given a copy of the report, or at least told where you can get a copy. But even if, for some reason, the specific information you ask for has not been released, it is quite possible that you can

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obtain it. It takes a fairly long time to get material, even after it is edited and compiled, through the Government Printing Office, and some data are not considered of sufficient interest to warrant general publication. However, if you need it, and are willing to pay the costs of compilation, you can almost always get it. It may be as simple as making a photostat of a work-sheet, or an extra copy of a manuscript typed. But on the other hand, it may involve a complete new tabulation, using the original punched cards on which the data were recorded.

Sampling techniques now used

Arrangements are quite flexible, and can be worked out jointly. One restriction, however, always pertains, and that is that you can never get information about an individual, person, or company. All data collected by government agencies must, by law, be kept confidential. In order to effect economies and prevent expensive and annoying overlapping, data may be passed from one agency to another, but its inviolability is always preserved. Thus you will never have access to the original records.

This requirement is, indirectly, leading to certain restrictions on the statistics that are being released. Sampling is becoming a more important technique, replacing complete counts in many surveys. Properly done, it is possible to obtain a result whose accuracy is known precisely. This sampling procedure is usually a more rapid process and a less expensive one, both valuable characteristics. It is thus very useful for broad surveys, but when you start to make detailed breakdowns, analyzing a sample according to various categories, you find that you may have so few representatives in a particular subgroup that your figures are entirely unreliable. In addition, you may be in danger of revealing private figures about a single firm. As a result, detailed figures are not as easily available from the government as they used to be.

There are many who believe that this is as it should be, that specific data needed by a specific company or industry should be the responsibility of that company or industry, and should not be paid for out of the general appropriations. Yet if the general welfare de-

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depends upon the welfare of the constituent parts of our society, where can we draw the line? In addition, it is usually less expensive to extend the surveys needed by the government to include this additional specialized information, than to have another fact-gathering agency start from scratch. This is a matter of policy, and policy for government agencies is determined by the Congress, both by the laws it passes and the money it appropriates. Right now, the trend is towards lowering costs, implying more sampling.

End products of value

The end products of the government statistical procedures are of value, but we mustn't overlook the materials used by the government. These, too, are frequently of value, especially in conducting your own surveys and statistical work. Suppose you took a census tract map of a city, which gives family income and population in quite small areas, and on it you plot your sales. Wouldn't this be very useful in analyzing your own coverage of the market? Would it be indicative if you added to this map such salient facts as the type of housing, or the educational level? Many firms, according to Hauser and Leonard, have actually found this to be an exceedingly valuable analytical device.

Some of the preliminary data at the Census Bureau, and at some of the other agencies as well, are of special value in setting up a good sample for your own surveys. You can buy data and maps at a comparatively low price. Some of the materials you need have been published, others can be obtained in tabulated lists, while in some subjects you can get actual punch cards, ready to fit right into your own tabulating processes. In cities of 50,000 or more, this data goes right down to the block level. Maps, of both rural areas and metropolitan communities, have been prepared from time to time, and these, too, are indispensable in setting up a sampling plan.

Here you have either a maze or a veritable treasury. The facts are there for you to use. If used to advantage, they are bound to please you, not only with the final results, but with the final cost sheet. These are your statistics. Whether you use them or not, you have helped pay for them. m/m

MANAGEMENT METHODS

Does it pay to insure against EXECUTIVE DISABILITY?

by Paul Brower, Director of
Advanced Underwriting Mutual of New York

When Jim Darby, young sales executive of the XYZ Corporation, broke his hip in a skiing accident last winter, he presented management with a tough decision. The doctors agreed that Darby would be on his back for at least six months, a period too long for his duties to go unattended.

Of course, they could have told Darby to forget about coming back, but this wouldn't be typical of the corporation's policy. And in today's picture, it's a rare employer who would take this position.

The alternative course was chosen. It meant taking care of a rather large hospital bill, and using a temporary replacement to fill Darby's shoes until he returned. Without insurance, the total cost to the corporation for this broken hip could be somewhere between \$5,000 and \$10,000.

But Darby works for a big corporation. Even though he wasn't covered by insurance, the loss didn't threaten the existence of the company. Not so in the case of Bob Small, partner in the firm of Small & Little, a new and still under capitalized manufacturing company. Small suffered a similar disabling fracture at the same time Darby had his ski fall.

Small had operated as the master salesman. He was the outside man who had to bring home the orders to keep the machines going. Without his services for six months, the small company

could easily have slipped into oblivion. A top notch replacement was hired to take his place. Small had to pay his hospital bill, and he needed money to support his family. These expenses put a sizeable puncture into the small operating cash fund of the business. So much so, that without any slowdown in

Disability insurance premiums are now tax deductible under a new law which gives employers substantial deductions, even though employees own the policy

the rate of orders, the existence of the business was threatened.

In both of these cases, there was a better solution. It was available through a disability and wage continuation plan for employees. Like any other insurance plan, a premium is paid, and in case of accident or sickness, the insurance company pays according to the terms of the policy. Let's examine the plan, the new law which makes it a

bargain, and how it might apply to all businesses, small and large.

The new law

Under the current tax law (Section 104-106, 1954, I.R.C.) an employer can set up a wage continuation plan for one or all employees, and deduct the premium. Treatment is similar for medical expense or reimbursement policies. In addition, the employee does not have to include these premiums as taxable income, even though he owns the contract and its benefits.

As far as benefits are concerned, the law exempts up to \$100 per week of income under disability income plans when payable because of an accident. If the plan is payable because of sickness, all weekly wage payments up to \$100 are excludable. Payment for the first seven days is reportable unless the employee is hospitalized for one day any time during the illness.

The plan may be set up for a corporation, partnership, or sole proprietorship. The premiums are tax deductible when the holder of the policy is an employee and the premium is paid for by the employer. In cases where partners or sole proprietors insure themselves, the premiums are not deductible.

The Darby case

How would the XYZ Corporation and its star young executive, Jim Darby

ADVANTAGES OF EXECUTIVE DISABILITY INSURANCE

- Premiums paid are deductible as a business expense.
- Proceeds up to \$100 per week are usually tax free to employee.
- Reserves and profits are protected as there will not be salary payments without value received.
- Cost of salary continuance is known in advance.

C.C. MOKUM SOLVES ANOTHER

COFFEE BREAK PROBLEM

by AL CAPP

OUTPUT'S - 508!! - SINKING -
AND SO ARE THE BOYS!!!



GROANN!! - HOW CAN WE GET OUT OF THIS SLUMP? COMPLETE CONTROL MOKUM IS TH' NAME, AN'-YUM!! - STIMULATIN' COFFEE IS MAH GAME!!



THET RUDD-MELIKIAN COFFEE DISPENSER'LL GIVE 'EM A QUICK LIFT, WITH DEE-LISHUS KWIK-KAFE' COFFEE!!



Convenient Rudd-Melikian coffee dispensers are a valuable production tool. Efficiency goes up, accident rates go down. Delicious, 100% pure Kwik-Kafé finds favor with employees—helps them keep alert on the job in offices or plants of every size. Hot chocolate and a variety of other beverages available.

RUDD-MELIKIAN, INC.
Hartboro, Pa.



Please send me a copy of booklet 15F explaining how to control the coffee-break with R-M dispensers.

Name.....
Firm.....
Street.....
City..... Zone..... State.....

(Circle 155 for more information)

**Tax Consequences—Accident & Sickness
Contracts (Business & Personal)**

1954 I. R. C. (Sec. 104-106; 213)

Type of Coverage	Deductibility of Premiums		Taxability of Proceeds To Individual	
	Premiums Paid By:		Premiums Paid By:	
	Individual Employer ¹	Individual Employer ¹	Individual Employer ¹	Individual Employer ¹
Medical Expense	YES ²	YES ³	NO ⁴	NO ⁴
Weekly Income	NO	YES ⁵	NO	NO ⁵
Loss of Life	NO	YES ⁵	NO	NO
Loss of eye or limb	NO	YES ⁵	NO	NO

¹Premiums paid by employer not income to employee.

²As medical expense deduction.

³As ordinary and necessary business deduction. Applies to premiums paid by employer on group or individual policies.

⁴Except amount attributable to (and not in excess of) deduction allowed as medical expense in a prior year.

⁵Maximum non-taxable amount \$100 per week. In case of sickness, first week's benefit is non-taxable only if insured was hospitalized for at least 1 day at any time during period of sickness.

have profited from this plan? Darby is married and has no children. He is earning at the rate of \$8,000 per year. He pays about \$1,250 in income tax, leaving him a net income of \$6,750.

Collecting benefits from his salary continuation plan (which in the usual case provides \$400 a month), he would receive approximately \$4,800 per year. This would compare favorably, since he does not have the expense of transportation, lunches, and other non-deductible costs attendant to carrying out his job. The corporation, under the same plan, would free itself of an \$8,000 annual obligation for the net cost of the premium. Consequently, the cost of providing an adequate replacement becomes nominal.

Assume that the president of the XYZ Corporation who is in the 50% bracket suffered the ski accident. The corporation is in the 30% bracket. For the president to provide himself with \$200

MANAGEMENT METHODS

DOWN FROM BLUE SKY

Monroe puts AUTOMATION on these desks... Today

THE BUDD COMPANY

DOUGLAS

STEEL

JONES & Laughlin
STEEL CORPORATION

76
UNION OIL COMPANY

These company names are symbols of industrial greatness, efficiency in management.

Today in their offices automation for figures is at work. These and hundreds of other businesses, large and small, have adopted Monro-Matic desk calculators.

The new Monro-Matic Duplex Calculator gives split-second answers to several problems simultaneously, actually adds as it multiplies or divides, while controlling itself.

Thus figure-work time, costs and operator effort are measurably reduced. To see how this applies to your business get in touch with Monroe Calculating Machine Company, Inc.

General offices: Orange, New Jersey. Offices throughout the world.

See the MAN from MONROE
for CALCULATING • ADDING • ACCOUNTING • DATA PROCESSING MACHINES
(Circle 741 for more information)

to pay the policy premium, he would need a \$400 salary increase. This would mean a net cost to the firm of \$280. However, if the corporation provided the policy and paid the premium, the net cost would be only \$140.

A plan to provide more than \$100 weekly compensation is relatively inexpensive. The taxable income to the disabled employee would be only in the amount above the \$100 per week. The tax would be proportionately higher as this amount rises. However, for the first \$50 or \$100, the tax would be small, especially if the employee has several personal exemptions.

The Small case

What about Bob Small? The benefits he would derive from a salary continuation plan could probably mean the difference between business success and failure. Even though his premium is not deductible, he would hope to receive \$100 a week under the same terms as described above. This compares favorably with the \$7,500 salary he was drawing from the business. His partner would now be able to use this \$7,500 to recruit an adequate sales replacement for him.

Sole proprietorship

In general, the same conditions apply to a sole proprietorship, although the need for insurance is even more acute. Often, in this situation, there is no employee capable of carrying on the business. However, if there are one or more "trusted employees," to be covered, the same tax benefiting plan is available.

The value of protection against disability or sickness is obvious. Each of us is aware that we cannot escape misfortune. The ultimate decision, of course, rests with the individual businessman and his personal equation of cost against protection.

However, a good way for an employer to check the dollar and cents value of establishing such a plan—if he doesn't already have one—is to check his payrolls for the past year or two. In many instances he would be surprised to learn how much it has cost him and his firm to make voluntary payments to disabled employees on a casual basis. m/m

Big savings in imprinting labels & packages—



...with Pitney-Bowes Tickometer

Thousands of companies have reduced their inventories of pre-printed labels, cut printing costs, avoided waste — with the Pitney-Bowes Tickometer.

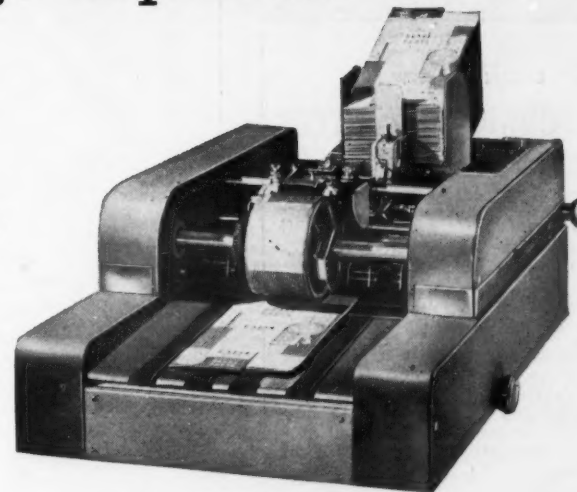
On product labels, the Tickometer can imprint codes, sizes, dates, flavors, weights, specifications, *as needed for current production*. It prints up to 1,000 pieces *a minute*, feeds and stacks automatically. Its printing area is 2 1/4" x 7/8". It handles sizes as small as 1" x 2", as large as 8 1/2" x 5".

The Tickometer offers unlimited applications for marking, coding, cancelling paper forms, tickets, tags, coupons, checks, etc. And it counts so accurately that banks use it to count currency.

...with PB's New Package Imprinter

Now, you can print packages and cartons only *as needed* currently, eliminate costly inventories, and prevent waste of pre-printed material.

This new Package Imprinter offers big savings, increased efficiency in *high quality* imprinting of cartons, bags, envelopes, containers — at speeds up to 7,500 pieces an hour. Will also *imprint dealer advertising literature*. Its printing area is 4" x 18". Uses rubber mats or metal type from 6 pt. up; and it takes sizes from 2 1/2" x 2 1/2" up to 18" x 18" and thicknesses from .010" to 3/16". Liquid ink needs no mixing, dries instantly. The register is accurate. Has large capacity, and power stacker. Easily adjustable without tools, and can be operated by anybody. Saves time and money in any packaging operation.



Automatically imprints at speeds up to 7,500 items an hour.

For a demonstration of either the Tickometer or Package Imprinter, call any Pitney-Bowes office. Or send coupon for free illustrated booklets and helpful case studies.



Pitney-Bowes, Inc.

Made by the originators of the postage meter
... offices in 94 cities in U. S. and Canada

(Circle 750 for more information)



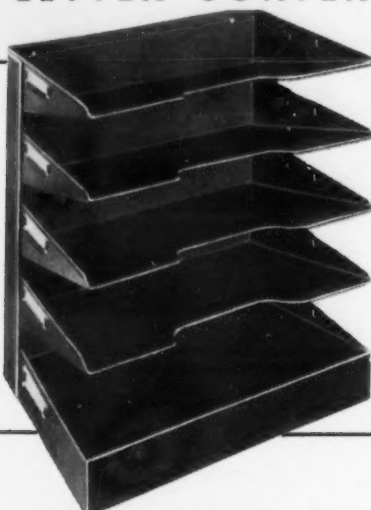
Pitney-Bowes, Inc.
4541 Walnut Street
Stamford, Conn.

- ☐ Send free Tickometer booklet & case studies
- ☐ Send free Package Imprinter folder & case studies

Name

Address

Clear Your Desk For Action With This
CURMANCO
LETTER SORTER



Saves time . . . Invites action. Clears your desk. Handles, sorts, classifies, distributes work. Electrically welded in one piece. Olive Green, Brown, Gray, Mist Green.

★ LETTER SIZE \$7.50
★ LEGAL SIZE \$9.50

F.O.B. Factory. Two or more prepaid in U. S. A.

CURRIER MFG. CO.
SAINT PAUL 8, MINNESOTA

(Circle 772 for more information)

LEARN TO APPLY
ELECTRONIC COMPUTERS
IN BUSINESS

Electronic Computers are processing more and more accounting functions daily. New Systems and Procedures are required. Are you prepared to gain from the opportunities offered in this new field?

BUSINESS ELECTRONICS

can help you prepare with a Home Study Course designed to teach PROGRAMMING FOR BUSINESS COMPUTERS. BE's workshop method gives you practical experience in programming business problems such as Payrolls, Accounts Receivable, Inventory, etc.

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(Circle 713 for more information)

method
of the
month

**Four-part form helps evaluate
advertising media**



Here's a Prospect! Sell him a VERIFAX COPIER
RETAIN YELLOW COPY FOR YOUR FILE
FILL OUT AND RETURN CARD ON OR BEFORE DATE SHOWN

ROCHESTER FILE

Here's a Prospect! Sell him a VERIFAX COPIER
RETAIN YELLOW COPY FOR YOUR FILE
FILL OUT AND RETURN CARD ON OR BEFORE DATE SHOWN

NUMBER OF CALLS MADE: DEMONSTRATION REQUESTED: YES [] NO []
WILL CALL BACK: YES [] NO []
RENTED/SOLD: LETTER SIZE COPIER [] LEGAL SIZE COPIER []
IF DEFINITELY NO SALE - WHY?
PLEASE FILL OUT & RETURN BY
REMARKS

HERE'S A VERIFAX LEAD!

ABOVE: The four parts of the interleaved form used in the follow-up system. The gummed label is illustrated in the photograph. BELOW: The two copies sent to the dealer and the copy retained in Rochester by the company.

Inquiry follow-up system

insures prompt dealer force action

An easy-to-operate follow-up system simplifies procedure in handling leads for Eastman Kodak's copying machine. It also helps to speed information replies from the dealer, and to evaluate the effect of various advertising media.

The system is based on a compact four-part carbon interleaved form. The first page is a gummed label which is used to send sales literature to the prospect. The second part is retained by Kodak's Sales Division. Copies three and four are mailed to the dealer from whose area the inquiry came.

How the form functions

All inquiries from prospective customers for equipment are first sorted alphabetically by city, and delivered to the Business Photo Methods Sales Division. The inquiries are then coded with the zone number indicating the territory served by Kodak dealers. If more than one dealer serves a particular zone, the leads are divided equally. A running record of the number of leads sent to each dealer is maintained.

Code information used

The zone number and other code information is placed in the appropriate boxes near the top of the first sheet of the form. Other data entered here are the dealer number; the lead number indicating the number of leads passed on to that particular dealer that year; the month in which he received the particular lead; the source of the lead, indicating which magazine produced it.

Leads resulting from direct mail campaigns, editorial material in business publications, postcard or letter-

head inquiries, and business equipment shows are also coded.

Demonstration requests

If a demonstration has been requested by the prospect in mailing his coupon, the form is so marked opposite the words, "Demonstration Requested" which does *not* appear on part one.

A date typed on part one of the form appears on copies three and four at the end of the line which reads, "Please fill out and return by." This date, usually 60 days from the actual date, indicates the time by which the company would like a report from the dealer on results of the lead.

Copies three and four contain space to indicate the number of calls made, whether a demonstration was made, call-back date, type of equipment sold or rented, the reason *why* if no sale, salesman's name and date sales work completed.

Analyzing results

After completing part four, the dealer merely drops the self-addressed card in the mail. The returned card is matched up with the file copy retained at headquarters. Both copies are then sent to the company's advertising and market research departments.

Here they form the basis for analysis as to pulling power of the various magazines in which ads are placed, sales potential of various territories, and other related information. Since the leads sent each dealer are filed separately, the number remaining in a dealer's file, when compared with the number sent, also provide some idea as to how well leads are being followed. m/m

capsule

BOOKS FOR MANAGEMENT

reports

The Psychology of Industrial Conflict

This book presents an entirely new approach to the understanding of industrial controversy. It offers an analysis of why workers join unions, why executives follow certain policies in labor relations, leadership in unions and management, tactics, strike phenomena, and labor management cooperation—in terms of the behavior of the individual. It is not a guide to labor-relations. It offers no cut and dried solutions. At the same time, it does provide a new way of looking at issues that can be of considerable practical help in formulating policy. It brings together all the relevant material on the psychological factors involved, formulates general principles, and demonstrates their usefulness with actual examples.

ROSS STAGNER, *John Wiley & Sons, Inc.*, 440 Fourth Ave., N. Y. 16, N. Y. \$4.00.

Effective Communication on the Job

Communication has been called "Management's No. 1 Problem." One estimate places 80% of supervisory time in this activity. This volume, written by 22 experts, is designed to strike at the heart of the communications problem. It draws from the actual experience of many leading business firms.

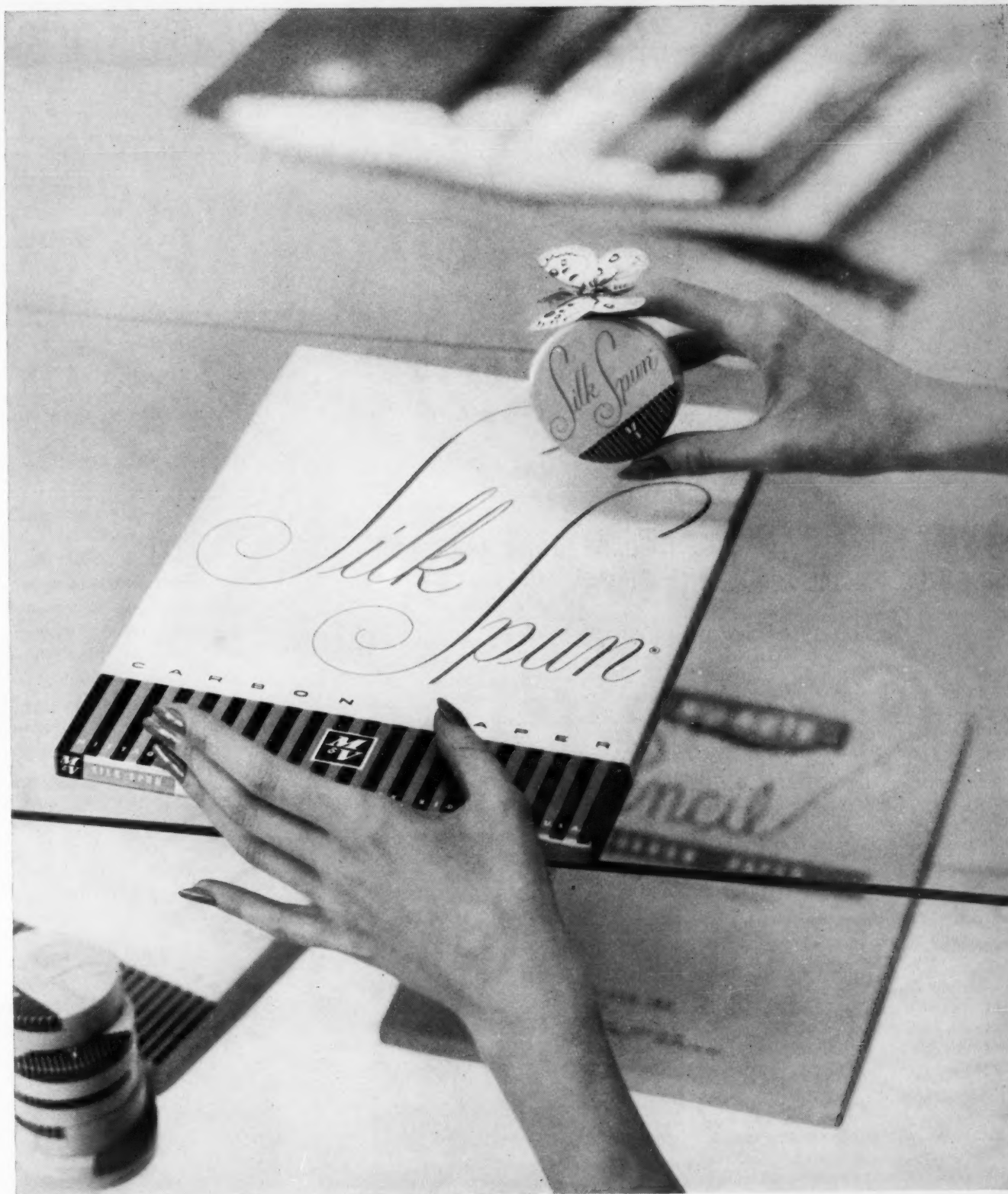
Edited by JOSEPH DOOHER, *American Management Association*, 1515 Broadway, New York 36, N.Y. 294 Pages. \$5.50 and \$4.50 to AMA members.

Pre-Severance Benefits in Deferred Profit Sharing

The firm with the deferred profit sharing plan should be interested in the detailed discussion of the pre-severance benefits in this book. The two chief benefits, withdrawal, and loan, are set up to meet the emergency fund needs of the employee, and provide the plan with practical flexibility.

J. J. JEHRING, *Research Foundation*, Evanston, Ill. 89 pages. \$3.00.

JUNE 1956



CLEAR TO THE LAST MAN When M & V carbon makes the copies, even the last man on the list can read his with ease. • SILK SPUN, M & M, TAGGER, and PLENTY COPY — these are M & V's matchless carbons and their matching ribbons, the big four designed to do the big job. • And when you order them from your stationer, seventy-five years of specialized know-how is your guarantee that M & V copies will always be... clear to the last man.



MITTAG & VOLGER, INC. • PARK RIDGE, N. J. • TELEPHONE: PARK RIDGE 6-0001
(Circle 740 for more information)



Mr. Halliwell and Robert Mason of Du Pont discuss needle-sharp reproductions of blueprints on "Photo-Writ" W... extra-thin copies cut mailing costs and storage space.

Chief Draftsman Harry Halliwell tells...

How SKF Industries, Inc., reproduces drawings perfectly and saves money, too...with Du Pont "Photo-Writ" W

SKF Industries, Inc., manufacturers of ball and roller bearings, has five plants where it makes anti-friction products. Because the Sales Engineering Division maintains all blueprint files in their Philadelphia home office and distributes photocopies to all plants, the photocopy section is the heart of their design distribution program.

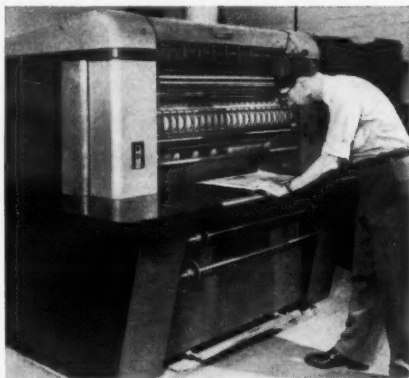
Chief Draftsman Harry Halliwell of SKF Industries, Inc., says, "Obviously our first requirement is clear, sharp reproduction. Du Pont 'Photo-Writ' W gives it to us... and then some. 'Photo-Writ' photocopy paper Type W is the strongest paper we've found. Its ruggedness prolongs the effective life of our prints, even under continuous rolling, folding and handling.

"'Photo-Writ' W helps us, too, in making multiple copies. Because it's translucent, we use a master positive as an intermediate, saving us a recopying job on every print. And, its fast drying speeds up processing.

"Using 'Photo-Writ' W actually reduced the cost of our operation," continues Mr. Halliwell. "The processing economies were only the beginning. We have thousands of drawings which must be filed

for ready reference. Because 'Photo-Writ' W is extra-thin, we can file 400 prints in the same book that used to hold 200. Result: file space is cut 50%, and costs are lower. And another thing, 'Photo-Writ' W is the lightest paper we know of. Result: mailing costs cut 50%."

"'Photo-Writ' W can give your firm the same advantages it gives SKF. Mail the coupon for our free how-to-do-it booklet on all Du Pont Photocopy Papers. Send for it today.



Printer uses Du Pont "Photo-Writ" W to make copies from a master positive.

DU PONT PHOTOGRAPHIC PRODUCTS



BETTER THINGS FOR BETTER
LIVING... THROUGH CHEMISTRY

Du Pont
N2420-17
Wilmington 98, Delaware
Please send me the free booklet "Du Pont Photographic
Reproduction Papers."

Name _____
Firm _____
Title _____
Street _____
City _____ State _____

174

(Circle 723 for more information)

sales ideas

How to recruit and train

Combined program boosts one company's sales 25%

If one man's success sets a rule, then there is a guaranteed formula for increasing sales. This formula, for a manufacturer who increased his sales by more than 25% in three months, was simply "a controlled mixture of good recruiting and training techniques."

The products of Orchard Bros., Inc., manufacturers of Alumaroll metal roll-up awnings, are marketed through an organization of franchise dealers and distributors. Two obstacles prevented the company from the sales growth they thought possible. First, the independent dealers couldn't find enough good salesmen or recruits willing to assume the unglamorous functions of door-to-door selling; and, secondly, they had no system to properly train salesmen.

A survey revealed that most of the company's dealers could provide only the barest training. It usually consisted of filling out an order blank, price list reading, and a quick look at a piece of sales literature. The dealers also had no

real method of determining the suitability of each sales recruit.

What made the problem even more critical was the unique position of the aluminum awning industry. It was virtually unknown before World War II, and had grown to a \$25 million business by 1948. By 1954, production was up to \$100 million, and in 1955 that figure was doubled. During this whole period, the quantity of salesmen had remained practically at the 1948 level.

Investing in a program

The natural solution was to evolve a comprehensive and intelligently drawn recruiting program, and a training program to turn these recruits into top notch performers. These objectives were fine, but a program to meet these necessities meant a prohibitive cost of \$100,000 to a firm that grossed only two and a half million dollars per year. The decision to go ahead represented, and still represents, a major gamble to the growing company.

Sales trainee (right) "talks back" to filmed customer on table-top screen (left).



MANAGEMENT METHODS

salesmen

in three months

To establish a recruiting program, Science Research Associates of Chicago was engaged. Their job was broken down into two major areas:

1. To develop methods to help dealers and distributors to a more effective job of recruiting salesmen.
2. To develop methods of assessing the sales aptitude and trainability of the new recruits before they were hired.

SRA first set out to find out what a successful Alumaroll salesman looked like, what he did, what abilities were required to be successful, and what conditions he worked under. A psychologist interviewed dealers, distributors, and salesmen. He went through the awning assembly plant, sat in on sales meetings, and listened to the salesmen practice their presentations. He even visited customers who had purchased awnings from Alumaroll.

A five page sales application blank was developed from the research material. Two standardized tests of personality and temperament, plus a standardized test of mental alertness, were also selected. The three tests and the application blank were then mailed to dealers and distributors, accompanied by detailed instructions for administering them to their own sales staff.

More than one hundred salesmen were tested, and then scored and analyzed by the research staff. Score values were derived which differentiated high volume salesmen and low volume salesmen. The same procedure was followed for information contained in the application blank.

As a result of this analysis, a seven part sales aptitude test and a mental alertness test were constructed. These became the standard screening forms.

Information revealed by the survey was also used in a recruitment booklet. It contains a short aptitude quiz which



"National Accounting Machines save us \$150,000 per year . . . return 50% of their cost annually."

—MCKESSON & ROBBINS, INCORPORATED

"We operate a vast and highly intricate network of over 100 wholesale divisions from coast to coast and in Hawaii. The complexity of this operation demands extraordinary efficiency in planning, organization and administration. That is why we have completely mechanized our accounting departments throughout the country with National Accounting Machines. Nationals save us \$150,000 per year . . . return 50% of their cost annually.

"We use our Nationals to control and process all accounts payable detail . . . post general ledgers and other subsidiary records

. . . prepare all payroll and general disbursement checks.

"In addition to the substantial cash savings it produces, we are impressed with the ease and simplicity with which the National equipment operates in doing a wide variety of highly complex and demanding accounting jobs."

J. Harris

Comptroller, McKesson & Robbins, Inc.

THE NATIONAL CASH REGISTER COMPANY, DAYTON 9, OHIO
989 OFFICES IN 94 COUNTRIES

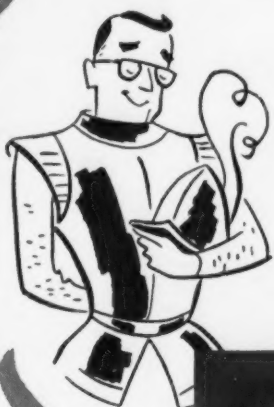
(Circle 745 for more information)

In your business, too, National machines will pay for themselves with the money they save, then continue savings as annual profit. Your nearby National man will gladly show how much you can save — and why your operators will be happier. (See yellow pages of your phone book, or write to us at Dayton 9, Ohio.)

TRADE MARK REG. U. S. PAT. OFF.

National
ACCOUNTING MACHINES
ADDING MACHINES • CASH REGISTERS

HOW TO BE A HERO TO YOUR SECRETARY



Correct, comfortable seating is one of the best morale builders you can get for your secretary—and for your whole office, for that matter. Perfect example of this type of seating is the Harter E-15R posture chair. Precise handwheel adjustments fit the chair to the individual. Deep, molded foam rubber gives cool comfort all day long. Curved-to-fit backrest is likewise cushioned with foam rubber. Design is clean and uncluttered. There are no sharp edges to catch dirt or snag nylons. Finishes and upholsteries are the finest and come in colors to go with any office. Fine welded steel construction makes Harter posture chairs an outstanding business investment.

Write for informative booklet, "Posture Seating Makes Sense," which shows both executive and stenographic posture chairs. We'll send you the name of your nearest Harter dealer.

Harter Corporation
606 Prairie St., Sturgis, Michigan
In Canada: Harter Metal Furniture, Ltd.,
Guelph, Ontario



HARTER
MODEL E-15R

HARTER POSTURE CHAIRS

STURGIS, MICHIGAN

(Circle 732 for more information)

can be quickly scored, a description of the average Alumaroll salesman. The sales hiring and training program is described, and the applicant is told how he'll be helped to become a successful salesman.

A manual was finally prepared describing successful recruiting methods. It includes five sample advertisements to attract sales recruits and instructions on how to administer, score, and interpret the screening instruments.

Profile of a salesman

The tests established a relationship in ratings on over-all sales effectiveness and the scores. Those rated high by the supervisors tended to have higher scores in the numerical reasoning test. Persons having high scores on language ability or total mental alertness did not tend to be rated high on over-all sales ability as a whole.

Another interesting difference was discovered in the preferences of successful salesmen as opposed to unsuccessful salesmen. Seventy-six per cent of the successful group preferred commission as their basis for pay, while only thirty-four per cent of the unsuccessful group wanted this method of compensation. The successful group said they wanted to still be selling five years from now, and to be making \$11,000 a year. The unsuccessful group had aspirations toward sales management, and their salary expectations were more modest in scope.

The personality characteristics of the two groups were also different. The successful men were capable of controlling and directing their energy and were able to deal with other people in an aggressive and persuasive, yet controlled manner. They were more stable, more tolerant of others, and more flexible with respect to their own goals and objectives. They were more easy going and less irritable.

A total of between 30 and 40 factors were determined as accurate predictors of salesman's on-the-job behavior. They were all incorporated on the test forms and application blank. Though the test sample was small, these factors point unmistakably toward the possibility of developing useful, workable, and practicable screening procedure which can be used at the local level with a degree of confidence.



PAYCHECK "OUTLOOK" ENVELOPES

Eliminate Time and Expense of Addressing, also chances for Errors. Paycheck "Outlook" Envelopes are absolutely opaque. Essential when wages are paid by check. Nothing shows but the employee's name. This improves personnel relations.



Send for Samples
and Prices Today

OUTLOOK ENVELOPE CO., Est. 1902

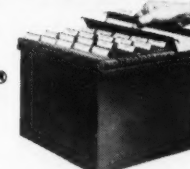
Originators of "Outlook" Envelopes
1001 W. Washington Blvd., Chicago 7, Illinois

(Circle 746 for more information)



You'll find it faster with

Oxford
PENDAFLEX®
HANGING
FOLDERS



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☐ Oxford Filing Supply Co., Inc.
 6 Clinton Road, Garden City, N. Y.

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 Address _____
 City, State _____

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MANAGEMENT METHODS

Training the salesman

The problem of transforming the new recruits into trained salesmen demanded unusual techniques. The recruits are employees of the individual distributors and dealers. These dealers average only 11 employees per unit and are spread geographically throughout the country. Obviously, these organizations have no training facilities or personnel capable of conducting a modern training program. The solution was found in a mechanism which needed only the ability to operate a motion picture projector to provide adequate sales training.

A series of special films (loop-films) was prepared by Seminar Films, Inc. of New York. These provide actual sales situations and an opportunity for each trainee to practice his sales pitch on different types of customers. The films are continuous loops and are so constructed that the trainee actually talks to people on the screen who listen and then talk back.

Three important phases of door-to-door selling are stressed in the films. The first of these is "getting acquainted." An experienced salesman in the film shows the trainee how to handle those important first few minutes when he arrives at a customer's house. The trainee sees the salesman looking straight at him. He hears the customer's voice, but does not see him. Then the tables are turned and, in the second film, the trainee sees the customer. The role of the salesman is completely left out and the trainee is required to talk back to the "customer" on the film.

The section of the program that deals with making the presentation and closing the sale begins when the experienced salesman goes through the complete demonstration of the awning and then closes the sale. Again the customer is not seen, but is heard. When the trainee has had a chance to soak up the major points of the experienced salesman's presentation, and to observe how the props (models, photos, and other visuals) are used, the instructor switches the circumstances and brings on the "customer" again. With this film the trainee has to make his own demonstration while the customers on the screen listen and ask questions.

Training becomes more intense in the next film. The trainee has to make



reports Mr. Ian F. Steven, Treasurer-Controller
Hills-McCanna Company, Chicago, Illinois

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Hills-McCanna Company, like so many other leading manufacturers, has found that they can have complete confidence in their method of canceling invoices . . . and, so can you!

Cummins Cancelers have proved to be the fastest, surest way to cancel invoices . . . canceling all copies of the invoices and all supporting papers at one time.

"You can't erase a hole." Cummins' easy-to-read perforations are as much a part of the permanent record of paid invoices as the paper itself. Dates can't be changed, or mistakes made. Payment of any invoice more than once is virtually eliminated.

Cummins Cancelers are automatic. The machine is speed-tripped when papers are inserted. They are fast enough for the busiest operation . . . 20,000 invoices can be canceled per hour. Key set selector rings provide fast, safe setting. Cummins Cancelers are so simple to operate, so foolproof, that any clerical help can operate them. Rugged in design, they are lightweight for portability.

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Your C.P.A. is a recognized authority on the best in accounting procedures. He's familiar with the advantages of using Cummins Invoice Cancelers—ask for his advice the next time he's in.

But, don't wait to get the facts about Cummins Invoice Cancelers . . . and a demonstration. Write us today.



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YOU SHOULD KNOW

Write for this New Booklet "Once is Enough" giving you facts on proper controls to prevent accidental or fraudulent losses.

"We found the
safe way to cancel
invoices"



Holes can't be erased or altered. They last as long as the paper they're on!



IN BUSINESS AND BANKS SINCE 1887
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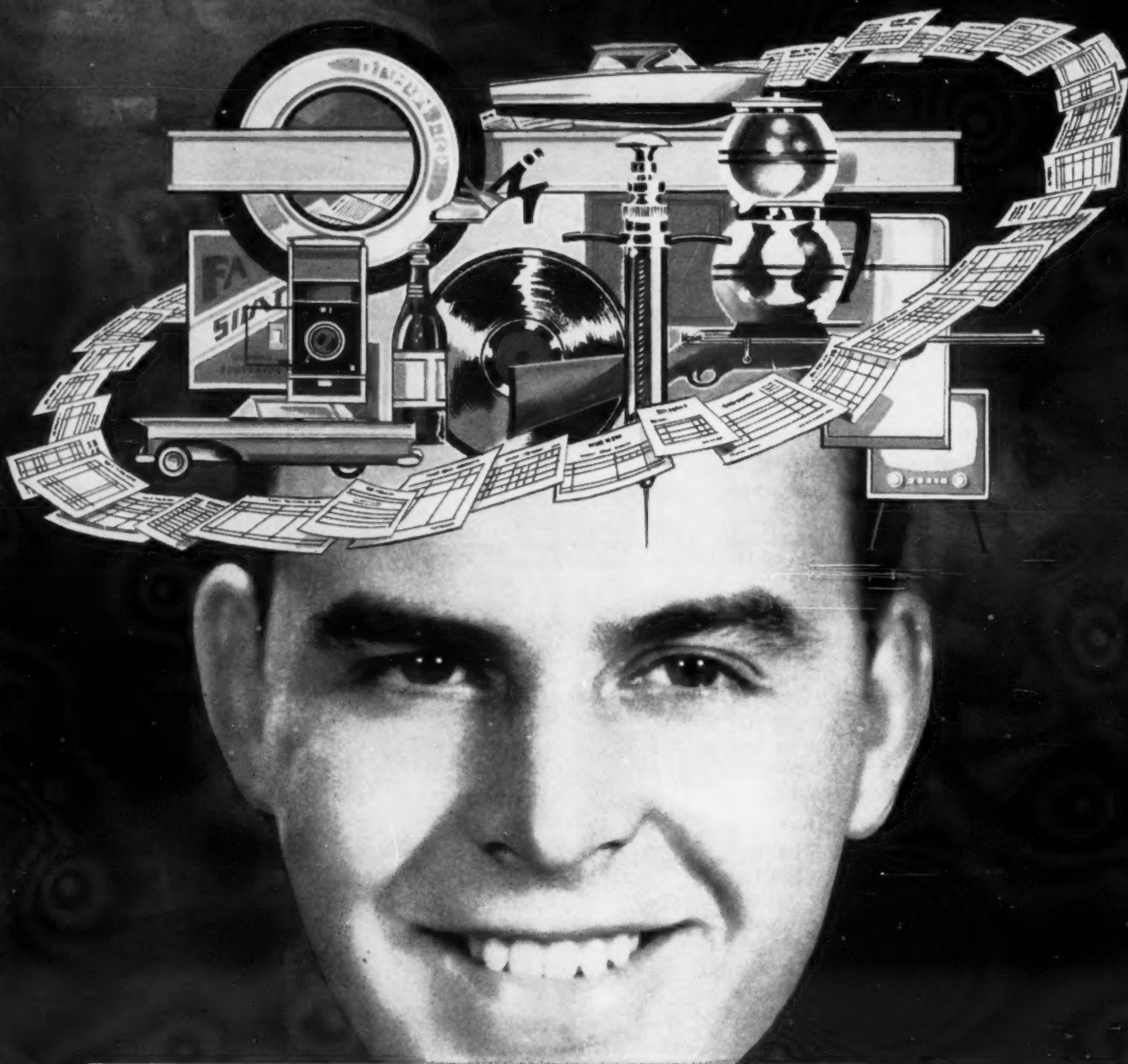
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THE REYNOLDS & REYNOLDS COMPANY

LITHOGRAPHERS AND PRINTERS • BUSINESS FORMS SINCE 1866

PLANTS: DAYTON, CELINA, OHIO; DALLAS, TEXAS; LOS ANGELES, CALIFORNIA

his demonstration to an entirely new set of customers. He has to change his story around to meet a whole new group of questions and objections.

One of the most important functions in door-to-door selling is prospecting for new customers. The last group of films brings the trainee right to the customer's doorstep and, through examples and actual practice, teaches him how to get his "foot in the door." In this series, the most objectionable kind of prospects are interviewed. They offer up the most extreme excuses or arguments, for not talking to a salesman.

Program results

Although the new program has been in effect less than six months, the sales volume has gone 26% over last year's figures. Company officials say that 10% had been expected as the normal annual increase, and attribute the other 16% to the effects of the training program.

Almost 500 training kits have been distributed to dealers and distributors, about three times as many as expected. Each training kit contains a projector, films, blank tests, and forms for evaluation. They are distributed to the dealers at a cost of approximately \$1,000 per unit. The dealer is given a quota of new salesmen to be trained with the equipment, and for every new salesman trained, the company refunds part of the cost, until the entire amount is refunded.

A corollary use was found for the aptitude and personality tests by many dealers. They administered the tests to their senior salesmen to determine validity, and found that many of the salesmen exhibited sales weaknesses. The dealers subsequently discussed these weaknesses with the men, and report improved performance.

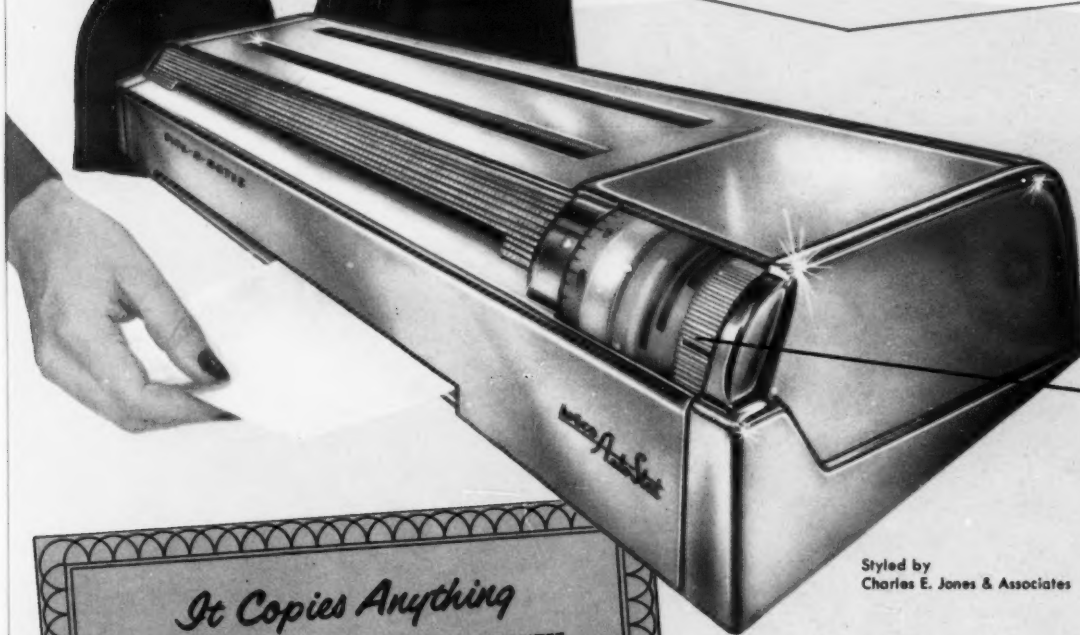
Perhaps the most important advantage is the enthusiastic response of their dealers. The company feels that this enthusiasm will be translated into even greater sales in the future. m/m

<p>FOR MORE INFORMATION</p> <p>on product or methods described in this issue</p> <p>CIRCLE THE KEY NO. and mail this card</p>	
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Executive Health

Medical study reveals that one out of two executives is likely to have a disease that he is unaware of

An examination of 600 presumably healthy executives revealed that more than half—343 of them—had a disease they didn't know about. Unless your company has regular checkups, it's likely that half your executive staff is unaware of the existence of a disease that could be a serious threat to the executives' future health.

The study of a group of 500 male and 100 female executives was made by Dr. Charles Edward Thompson and Dr. H. Frederick Staack, Jr., both of Chicago. The findings, as well as the charts shown here, were originally reported in the April, 1956 issue of *INDUSTRIAL MEDICINE AND SURGERY*.

As might have been expected, the largest percentage of newly discovered ailments were concerned with the arteries and the heart. One out of every six executives showed an incidence of hypertension or arteriosclerotic

Total men examined	500
Total women examined	100
Men with new diagnoses	55.8%
Women with new diagnoses	64 %
Men with confirmed diagnoses	36.8%
Women, confirmed diagnosis	27 %
Men with changed diagnoses	1.1%
Women with changed diagnoses	1 %
Men with diagnosed diseases	92.6%
Men with no diagnosed diseases	7.4%
Women with diagnosed diseases	92 %
Women, no diagnosed diseases	8 %
Average age of males in study	41
Average age of females in study	40
Age range of males in study	29-63
Age range of females in study	31-56

NEWLY DISCOVERED DISEASE IN 500 MALES AND 100 FEMALES	
Hypothyroidism	80—13.3%
Hypertension	59— 9.8%
Arteriosclerotic heart disease	39— 6.2%
Hypercholesterolemia	30— 5.0%
Diverticulosis of colon	28— 4.7%
Arthritis (all types)	27— 4.5%
Hernia	17— 2.8%
Polycythemia (Hgb. 17 gms.)	11— 1.8%
Anemia	28— 4.7%
Herniated disc	9— 1.5%
Cholelithiasis	10— 1.7%
Diaphragmatic hernia	8— 1.3%
Goiter	8— 1.3%
Prostatitis	7— 1.2%

Every company can afford a medical department

A complete medical department at the cost of 50¢ per employee per month may sound impossible. But 12 companies in a New York office building have co-operative facilities which provide all the usual services of a regular industrial medical department—and at this low cost.

The 12 companies, all tenants of 261 Madison Avenue, range in size from seven to five hundred employees. They represent a varied cross-section of products and services.

This unusual plan is offered by Life Extension Examiners. They are responsible for the complete installation and operation, and the subscribers assume no capital investment or outlay.

If a company of any reasonable size indicates an interest in a medical department, Life Extension investigates the possibility of other subscribers within

the building. To be economically sound, a total of at least 1500 employees must be enrolled in the plan. This is an aggregate number, of course, and as long as this minimum is reached, even single-employee-offices can be covered.

Services and facilities

Each office is supervised by Life Extension physicians, and staffed by a Registered Nurse. The department is equipped with all the facilities commonly found in a basic industrial medical office, including:

1. Medications.
2. Oxygen unit.
3. Beds in individual cubicles.
4. Splints and wheelchair.
5. Blood pressure equipment.
6. Scales, heat lamps, etc.

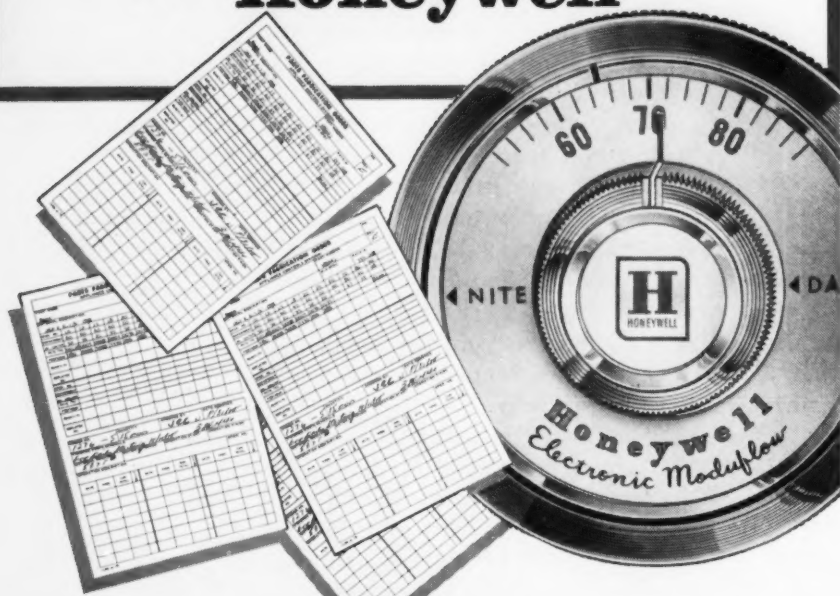
The following regular services are included in the basic fee:

- a) Emergency medical attention during business hours.

COLITHO PLATES

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FOR MINNEAPOLIS Honeywell



The Minneapolis-Honeywell Regulator Company, Appliance Controls Division, Gardena, California, installed Colitho Offset Duplicating Plates to add speed and flexibility to its heavy volume shop order system.

Non-variable information is typed on the "Parts Fabrication Order"—a preprinted Colitho Paper Plate. Variable information is written on the master plate for the first order. Necessary work copies, plus a NEW MASTER are made from the first plate. The new master, without the variable information, is filed awaiting future

orders of the same part. The copies are sent to the various departments. This enables each department to use its copy as a record of its own production.

Thus, information basic to all departments is reproduced quickly and efficiently. All chance of transcription errors and need for re-typing and additional proof-reading on future orders is eliminated. Uniform, original-looking copies—in perfect registration and in any amount desired—are obtained. New preprinted Colitho Plates are made from original plates when needed.

This case history demonstrates the economy and efficiency that countless businesses now enjoy through the use of Colitho Plates. We have a collection of these factual stories which you will find packed with valuable ideas. Just use the coupon and you'll receive your copy of the Colitho Idea File promptly.

Colitho

THE "ONE-WRITE" WAY TO RUN A BUSINESS

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596A Herb Hill Road, Glen Cove, N. Y.

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Address _____
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EXECUTIVE HEALTH Continued

Report on Existing Diseases

	Total
Obesity	165—27.5%
Hemorrhoids	86—14.3%
Arthritis (all types)	38—6.3%
Duodenal ulcer	30—5.0%
Allergic state	35—5.8%
Hypertension	17—2.8%
Hypothyroidism and low thyroid state	16—2.7%
Bursitis	15—3.2%
Varicosities (lower extremities)	21—3.5%
Dermatitis	13—2.2%
Irritable colon	13—2.2%
Arteriosclerotic heart disease	12—2.0%
Sinusitis	11—1.8%
Varicocele	10—1.7%
Herniated disc	10—1.7%
Lipoma	10—1.7%
Papilloma (cutaneous)	8—1.3%
Hernia	7—1.2%
Healed tuberculosis	10—1.7%
Flat feet	7—1.2%
Prostatitis	6—1.0%
Diabetes mellitus	7—1.2%
Moles	6—1.0%
Rheumatic heart disease	11—1.8%
Migraine	11—1.8%

heart disease. Most of the conditions, though serious, will respond favorably to medical or surgical treatment.

Drs. Thompson and Staack report that the statistical incidences follow the same general pattern as in earlier studies. The pattern is even further supported by 500 more examinations which have not yet been completely classified. A comprehensive initial examination, followed by corrective action, plus periodic check-ups, is industry's best answer to check the growing loss of qualified executives through sickness. m/m

Classification of All Diagnosed Diseases by Systems—600 Cases

	New	Existing	Total
Blood and circulation	107	49	156
Endocrine (including obesity)	91	167	258
Gastro-intestinal	48	125	173
Respiratory	2	16	18
Musculoskeletal	60	71	131
Genito-urinary	7	19	26
Allergy		32	32
Skin	4	27	31
Carcinoma	3	2	5
Nervous and mental	56	10	66
Miscellaneous	24	—	24

MEDICAL DEPARTMENTS Continued

b) Clearance by the nurse of an employee's ability to return to work after an absence due to accident or sickness.

c) Innoculations to employees according to the employee's personal physician's instructions.

d) Employee counselling by the attending nurse on any health or personal problems.

e) Periodic reports to the employer on the activities of the medical department in so far as they apply to each employer.

f) Distribution of informative health literature.

In the case of inoculations, the serum cost is *additional*, or is to be supplied by the patient. Preplacement physical examinations are not included, and these are charged on a unit fee basis.

Typical daily operations

The bulk of the daily treatment is provided by a nurse. Minor illnesses and complaints take up most of her day. These vary from colds, migraine headaches, earaches, and athlete's foot, to stiff necks, wrenched muscles, backaches and burns or cuts. And they vary from season to season.

After winter week-ends, sprained ankles, pulled tendons and aching muscles start the nurse's week. Summer Mondays are devoted to soothing sunburns contracted by over-enthusiastic beach lovers, or mending injured wrists and fingers on company baseball team members. Friday afternoons is the runner-up on the activity schedule, perhaps caused by last minute attention to minor disorders which might mar the weekend ahead.

In addition to the run-of-the-mill sore throats, menstrual cramps and aches and pains of various descriptions, and beyond the less frequent serious emergencies, the nurse also acts as a counsellor. In this role, she must be a listening post to whom problem-beset employees may unload their apprehensions and worries and questions.

Within her professional limitations, she advises on dietary, medical, and personal questions. Chronic absentees, detected by the necessity of their obtaining the nurse's clearance before re-

STATISTICS ON THE MEDICAL DEPARTMENT

at 261 Madison Avenue

Number of companies subscribing	12
Number of employees in smallest group	7
Number of employees in largest group	500
Total employees covered	1,509
Average of total monthly visits	390

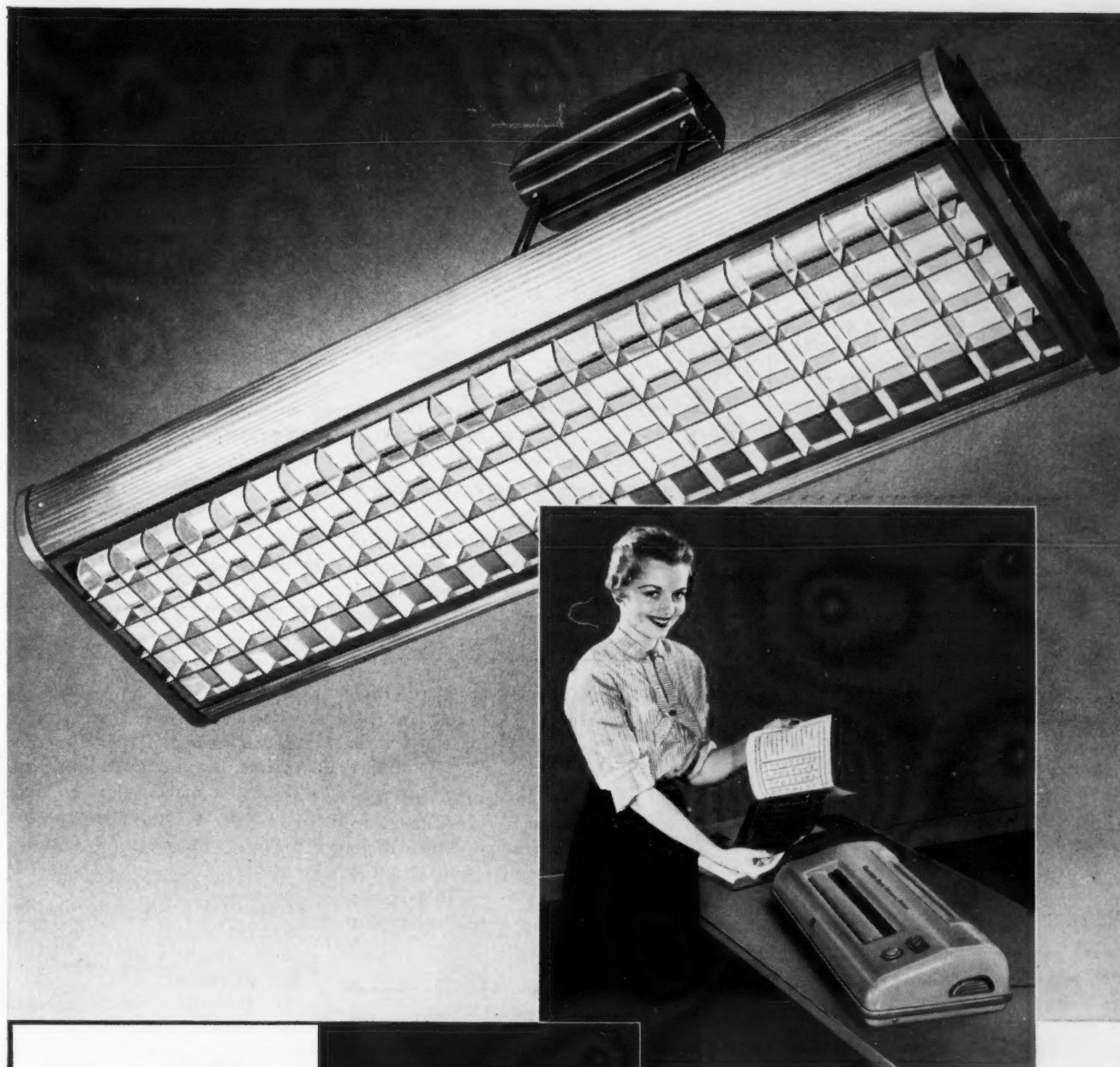
turning to their jobs after an illness, are helped by her counsel and mutual discussions with the supervisor concerning job conditions, home problems, and work efficiency. Careful analysis many times provides a happy ending to trouble both for the employer and employee.

Other services

Employees come to the Medical Department for injections of all kinds. When foreign travel, either for business or pleasure, is scheduled, immunization shots are provided at the Medical Department and, in some instances, subscribing companies arrange for flu immunization for those of their staff who desire them.

Surgical dressings, applied at home, are changed at required intervals. Interim blood pressure readings are taken between regular visits to the family physician. Cinders and splinters, cuts and bruises, corns and calluses are other annoyances for which prompt medical attention is the antidote in the continual battle for increased job efficiency for workers.

In addition to the regular services, many subscribing companies send their job applicants to the Department for pre-placement physical examinations. These are scheduled by appointment and conducted by a physician. This on-the-premise facility obviates inconvenient travel and wasted time for both the employer and the prospective employee. m/m



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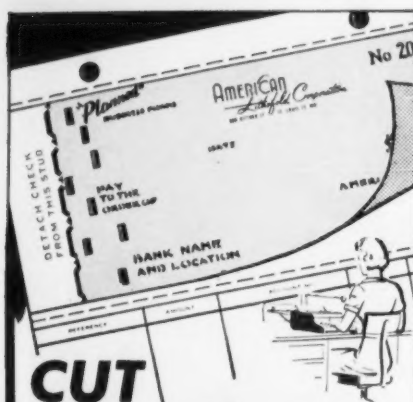
NEW G353 Transcopy Negative Paper copies your records—in your office—under fluorescent lights . . . without hoods, visors or light shields. Neither is there need for special processing equipment or equipment adjustments. G353 can be used with regular Transcopy Positive Papers on all Transcopy machines, and most other similar transfer process machines. In seconds you'll get sharp, clear, black and white copies of any record.

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A tabulator can list all check num-
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A MANAGEMENT METHODS INTERVIEW

with Dr. John C. Flanagan

Critical incident

QUESTION: Dr. Flanagan, let's start right off with fundamentals. What is Performance Record supposed to do?

ANSWER: It is simply an objective way of evaluating an employee by keeping a systematic record of critical incidents of his job performance.

QUESTION: The phrase *critical incident* seems to be the key one in this definition. Could you explain it?

ANSWER: A critical incident is an item of performance, an occurrence with clear-cut facts attached to it, about which there can be no dispute. It is also something the employee does, or fails to do, that results in failure or success on a particular part of his job.

QUESTION: Can you give an example?

ANSWER: A stenographer is told to mail a letter by the end of the day. Two days later the letter is found on her desk. This is a critical incident—a failure on a particular part of her job. That she is *careless* is not a critical incident, but rather a subjective opinion that her supervisor holds about her. The incident itself is a *fact*; the designation of *carelessness* is an *opinion* until substantiated by facts—the recording of critical incidents.

THE AUTHOR: Dr. John C. Flanagan, President of the American Institute of Research, is one of the pioneers in the development of the Employee Performance Record. Originally prepared for the Air Force, his procedure was later installed at the plants of the Delco-Remy Division of General Motors.

QUESTION: What determines whether one action is a critical incident?

ANSWER: It must be action that clearly shows outstanding or less-than-satisfactory performance.

QUESTION: Can you be more specific?

ANSWER: Yes, we have worked out a set of criteria for supervisors. If you can answer 'yes' to any of these questions about an incident, you can call it critical.

1. Does it make significant difference in productivity or in the morale of a work group?

A. Does it produce a noticeable increase or decrease in production? (For example, a typist fails to see obvious defects in the work done with a certain typewriter.)

B. Does it produce a noticeably good or bad effect on morale? (For example, one volunteer for an unpleasant task encourages other volunteers.)

2. Does it show something about an employee that should be considered evidence of qualification or weakness in making promotions and transfers or taking other personnel action? (For example, an employee successfully prevents a bottleneck by completing a difficult job despite a number of obstacles.)

3. Is it something unusual enough that you would ordinarily mention it to the employee? Does it show something that should be encouraged or corrected? (For example, an incident showing quick thinking in an emergency is certainly something for which you would commend an employee.)

QUESTION: Aren't there an unlimited number of incidents that meet these

criteria? How can you make sense out of such assorted tid-bits of information that come to you?

ANSWER: There are an unlimited number of incidents, but there is not an unlimited number of *types* of incidents. The effectiveness of the method depends upon this fact alone.

QUESTION: How many types or categories of incidents are there?

ANSWER: There are various ways of setting up categories, and the number, to some extent, is arbitrary. It will also vary, in both number and name, with the general occupational group. We have established 16 categories for hourly employees, another set of 16 for non-supervisory salaried employees, and 10 for first-line foremen and supervisors. We can narrow the types down because the activities are similar in different companies.

For example, trying to handle hot kettles without safety gloves might be a critical incident in a candy factory; walking outside marked passageways might be critical in a wood-working plant or a steel mill. Yet the descriptive phrase, "failure to observe safety rules," would be equally applicable to both situations.

QUESTION: How did you develop the various categories?

ANSWER: It came out of plant experience, not theory. We asked foremen in 10 Delco-Remy plants to describe specific deeds they had seen employees do which represented either an outstanding contribution to the productivity or morale of the department, or an act definitely detrimental. Here are two examples:

"I observed an employee looking through

**WHICH OF THESE INCIDENTS
DO YOU CONSIDER CRITICAL?**

- A. An employee told her foreman the work in his department was too monotonous. She wanted to be transferred.
- B. During the absence of the regular typist, a clerk prepared some copy for the printer. His copy was not very neat, and it took him a long time to do it.
- C. This employee was noticed smoking a cigarette beside a gasoline pump even though there were "No Smoking" signs.



- D. A new warehouse employee filled an order incorrectly, because materials had been placed in the wrong bin.
- E. Two rival secretaries refused to cooperate with each other on business.
- F. Two department heads became rivals. Although they will have nothing to do with each other after work, they do cooperate on company business.
- G. Without being asked, an employee made a special check on tools for a test run to make sure they were o.k.
- H. Some typing had to be finished by a certain time. One typist sat doing nothing while the other girls were working at rush pace. When asked why she didn't pitch in, the typist replied, "It's not my job."



- I. In a motor assembly, time was being lost putting in the jig. The foreman's advice as to how to line up the brush holders reduced the time.
- J. Several spot checks were made in this department on reports of amount of work done. The reports of this foreman were the only accurate ones.
- K. An employee noticed a man waiting in the first-aid room while the nurse was temporarily out. The employee questioned the man, found he had an injury, and rounded up the nurse.
- L. This supervisor did not have castings moved inside in cold weather, and they got covered with snow and ice.

SEE PAGE 47 FOR CORRECT ANSWERS.

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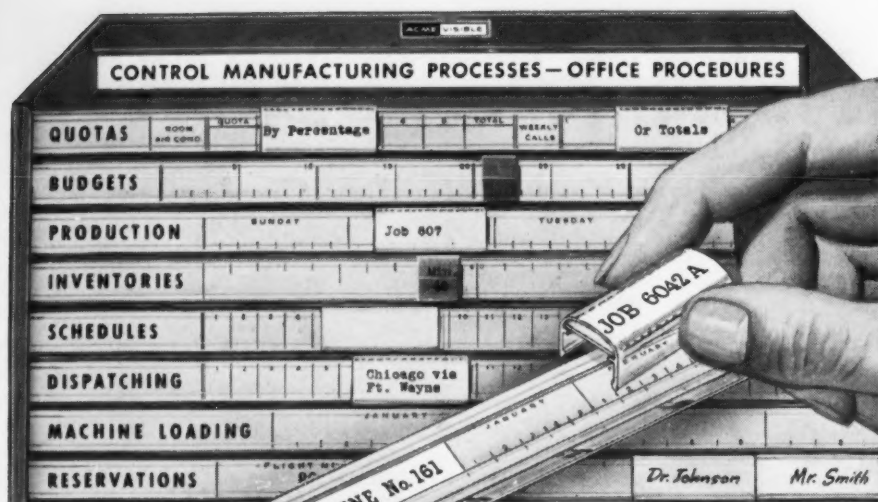
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the scrap tub. Shortly afterwards, he came to me stating that someone had thrown a large piece of cast-iron piston into the scrap tub. We salvaged this piston and a short time later used the piece to make a pulley for a very urgently needed job."

"This man was operating a trim press and was having considerable trouble with the magazine. He failed to see that all that was needed was to increase the clearance. This was a very simple adjustment—one he had often done."

We got 2500 of these incidents, and we analyzed and categorized them. It finally boiled down to 16 critical job requirements for hourly wage employees, which in turn, fall under two general headings.

QUESTION: Can you give us these categories, as well as those for the other job groupings?

ANSWER: Figure 1 lists the various categories for the three job groupings.

QUESTION: How do you keep track of the critical incidents in a man's work record?

ANSWER: We have a performance record folder for each employee. A supervisor has a sheet for each person directly under him, and jots down incidents in the proper section, noting date, type of incident, and enough of a brief description to job his memory for details. Figure 2 shows a section of the form.

QUESTION: Doesn't all this recording take a lot of time?

ANSWER: Much less than you might think. Once supervisors get familiar with the categories, and have developed skill in assigning incidents to the proper section of the sheet, it takes less than five minutes a day for all the employees under their supervision.

QUESTION: Is recording a daily task?

ANSWER: Yes, to be effective, it must be. There was considerable doubt on this point during the development of the method, so we ran a controlled test. We set three groups of foremen to recording incidents, one daily, one weekly, and the third every other week. The records showed that the group which had entered incidents daily

had more than twice as many entries as the weekly group, and more than five times as many as the bi-weekly group.

QUESTION: What are the advantages of this new approach over the older merit-rating system?

ANSWER: We have isolated at least seven advantages:

1. Supervisors are given tangible data on which to base judgments.
2. Supervisors are encouraged to be accurate and fair.
3. Uniform standards of comparison are provided.
4. The 'halo effect' is eliminated.
5. Sufficient data are provided for judgments.
6. Administrative procedures are simplified.
7. Employee morale is improved.

QUESTION: These are fairly broad and basic claims. Can you explain them in more detail?

ANSWER: I think so. Let's start with the first one. All human judgments are naturally somewhat subjective. But the more facts on which a man's judgment is based, the more accurate it becomes. In most merit rating systems, a supervisor is asked to judge people, but he is given no tangible data on which to make a judgment. In fact, he is asked to decide things which would usually stump a professional psychologist. With the Performance Record, he doesn't pass judgment until he has enough facts about the man's performance.

QUESTION: Your implication is that under merit rating systems, supervisors are unfair?

ANSWER: Under a rating system, a supervisor finds it difficult to be critical with a man whom he sees every day, and with whom he would naturally like to be friendly. This is one of the reasons why so many rating systems tend to cluster about a center point. Here there is no clustering, since only facts and not opinions are recorded.

QUESTION: On the third point, couldn't each supervisor differ in his standard of what is a critical incident?

MANAGEMENT METHODS

ANSWER: Experience has shown that there is little difference of opinion regarding any specific incident. There is almost unanimous agreement as to whether an incident is critical, and if so, where it goes on the record. This leads to a consistency of interpretation often lacking in other methods.

QUESTION: What is a "halo effect"?

ANSWER: The 'halo effect' is what happens to a supervisor's opinion of a man who has some particularly good or bad quality, or who has performed some especially striking action. The impression made by this single point is liable to dominate the picture of the man. In the Performance Record, however, the carryover is minimized, since a supervisor must look at all the incidents he has recorded.

QUESTION: With relation to your "sufficient data" advantage, why couldn't a supervisor under a voting system gather enough information?

ANSWER: He could, but there is a tendency for the supervisor to remember most vividly his most recent experiences with an employee, and to fill out his rating sheet on that basis. The Performance Record is an aid to the normally fallible human memory. Everything of importance is down before there has been time to forget it, and it is all there when the time comes to review an employee's performance.

QUESTION: Could you explain how administrative procedures are simplified?

ANSWER: Companies have added to the list of characteristics which must be rated, added complicated scaling factors, set up quotas for each supervisor in an attempt to avoid clustering, and so on. The methods grow more and more cumbersome at all levels. None of this is necessary when the appraisal is based on recording critical incidents.

QUESTION: How does the critical incident technique improve morale?

ANSWER: The history of employee relations is packed with stories of antagonisms to the old-fashioned merit-rating systems. Men object to being judged by methods they don't understand, and consider biased and unfair. But they accept the profile that arises from the Performance Record.



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QUESTION: One of the things workers resent is the notion that they are being spied on, that somebody is marking down things in a little black book behind their backs. How do you avoid this attitude?

ANSWER: Simply by doing nothing behind their backs. One of the important things about it is that the employee knows exactly what is happening.

QUESTION: How do you accomplish this?

ANSWER: First, when the system is installed, the supervisor explains the entire procedure to the people under him. This explanation is later repeated to each new person entering the group. Secondly, an employee is told of each critical incident just after it occurs. This is no great additional burden, since a good supervisor will always comment to a worker on such occasions, as part of his regular job. Finally, there is a personal interview at regular intervals, at which time the supervisor sits down privately with an employee and discusses his record. This usually takes place every six months. It should be scheduled to avoid the tensions normally associated with an interview which is set up only on some momentous occasion.

QUESTION: What goes on at a Performance Review?

ANSWER: The record is gone over in some detail by both the supervisor and the employee concerned. Most employees look forward to this session, since it gives them an opportunity to find out where they stand. A good supervisor will start with the blue (favorable) incidents, which helps reduce tension, and keeps an employee from being on the defensive right away. Since the incidents are all factual and have all been pointed out as they happened, little time need be spent on individual recriminations. Emphasis should be on cleaning up the categories with too many red (mistakes) entries.

QUESTION: How many incidents are generally recorded between interviews?

ANSWER: This varies widely. For some jobs, one or two of the categories may not be pertinent, and there will, of course, be no entries in these. For some people, a



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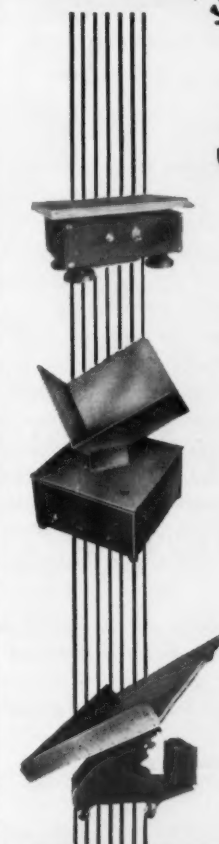
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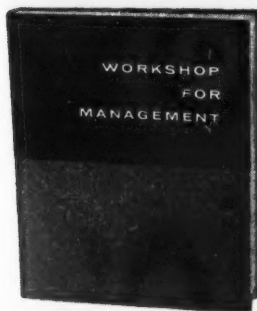
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supervisor may have used two folders, while others may have acquired only three or four critical incidents. There is no quota of incidents that must be reached.

QUESTION: Are there any special precautions you ought to take when starting out with the method?

ANSWER: Management support is, of course, necessary. But more important to the success of the method is the understanding and cooperation of the supervisors. They must be comfortable with the method, and understand it thoroughly. To do this, there should be at least two or three sessions before you get rolling, with follow-up meetings as required.

QUESTION: Perhaps this is the most important question: What good is a set of Performance Records? What can you do with them?

ANSWER: There are a lot of uses, and new ones are being reported to us regularly. Perhaps the most important is to enable a supervisor to aid most effectively in the development of his people, allowing him to base his action on fact and not supposition. The review also furnishes an opportunity for the supervisor and the employee to get together to identify weakness in both training and attitude, and to help the worker utilize his full abilities. Examination of the sheets of the more successful workers helps to indicate the requirements of a particular job, and can often point out unrecognized desirable characteristics.

QUESTION: These are all at the direct supervisory level. What about company-wide uses?

ANSWER: Of course, if the relations between a supervisor and the employees under him are smooth and productive, this benefits the company, and is thus worthwhile of itself. But there are broader secondary benefits as well. Keeping a daily record of critical incidents helps to make better supervisors, and improves their skill in handling people. In addition, a study of the records kept by a supervisor, as well as the record of his own performance, will help to spot those who are ready for promotion. A performance record is also a pretty good substitute for the face-to-face relationship in large companies. Finally, an analysis of all the records of one job or

CRITICAL INCIDENTS

Answers to Chart on Page 43

All of the incidents are critical, except for A, B, D, and F. In A, nothing happened. What the employee said didn't affect production. If she had loafed or done something else because she was bored, it might have become a critical incident. B is not critical because accurate typing was not a requirement of the job. In D, the new employee could not have expected to notice the error, but there would be a red incident for the employee who made the original mistake. F was not a critical incident, in contrast to E, because the rivalry of the employees did not affect their output.



department may indicate where hiring or training practices are weak and need strengthening. For example, if your typists have too many red entries under 'productivity,' perhaps it points to a need for additional speed training.

QUESTION: Would you sum up the advances achieved through this use of critical incidents?

ANSWER: Its one major achievement, I believe, is the substitution of *fact* for *opinion*. Entering a critical incident is an objective action, over which there can be little dispute, and it puts the whole appraisal action on a solid footing, taking it out of the metaphysical realm and the haziness that sticks so easily to abstract qualities. m/m

Note: The forms and manuals relating to critical incident technique are available from Science Research Associates, 57 W. Grand Ave., Chicago 10, Ill.

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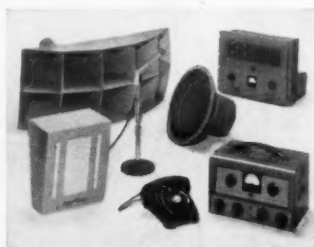
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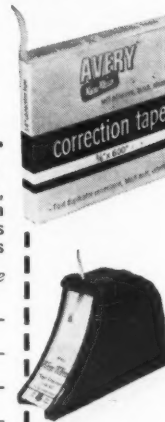
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To be eligible for benefits under the plan, employees must have a year or more of service with the company, and be participating in the company's Insurance Plan. Certain former employees and most pensioners are also eligible for the outright grants.

The new plan will be company-wide, and administered locally. It will replace some 26 Relief and Loan Plans that have been available for many years at the company's older locations. Unlike the new plan, these existing plans call for contributions by employees as well as by the company. Another difference is that, while the new plan provides for loans and grants up to \$500, the present plans have a \$200 limit on loans and a \$240 limit on grants.

RETAIL

thought starter

Department stores profit from warehouse sales

By employing the term "warehouse sales," department stores have developed a method of adding volume at a profit, according to a survey conducted by the National Retail Dry Goods Association. Other retail stores, of all sizes and selling all types of specialized merchandise, have also been using this method. In these cases, it is usually a rented public hall, rather than an actual warehouse.

Thirty department stores have reported that their warehouse sales, in the main, have been successful, volume producing, and profit making. Such sales have been held not only in store warehouses but in a County War Memorial hall, a ball park, city auditoriums, a sports arena, piers, and in the



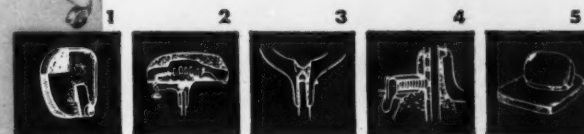
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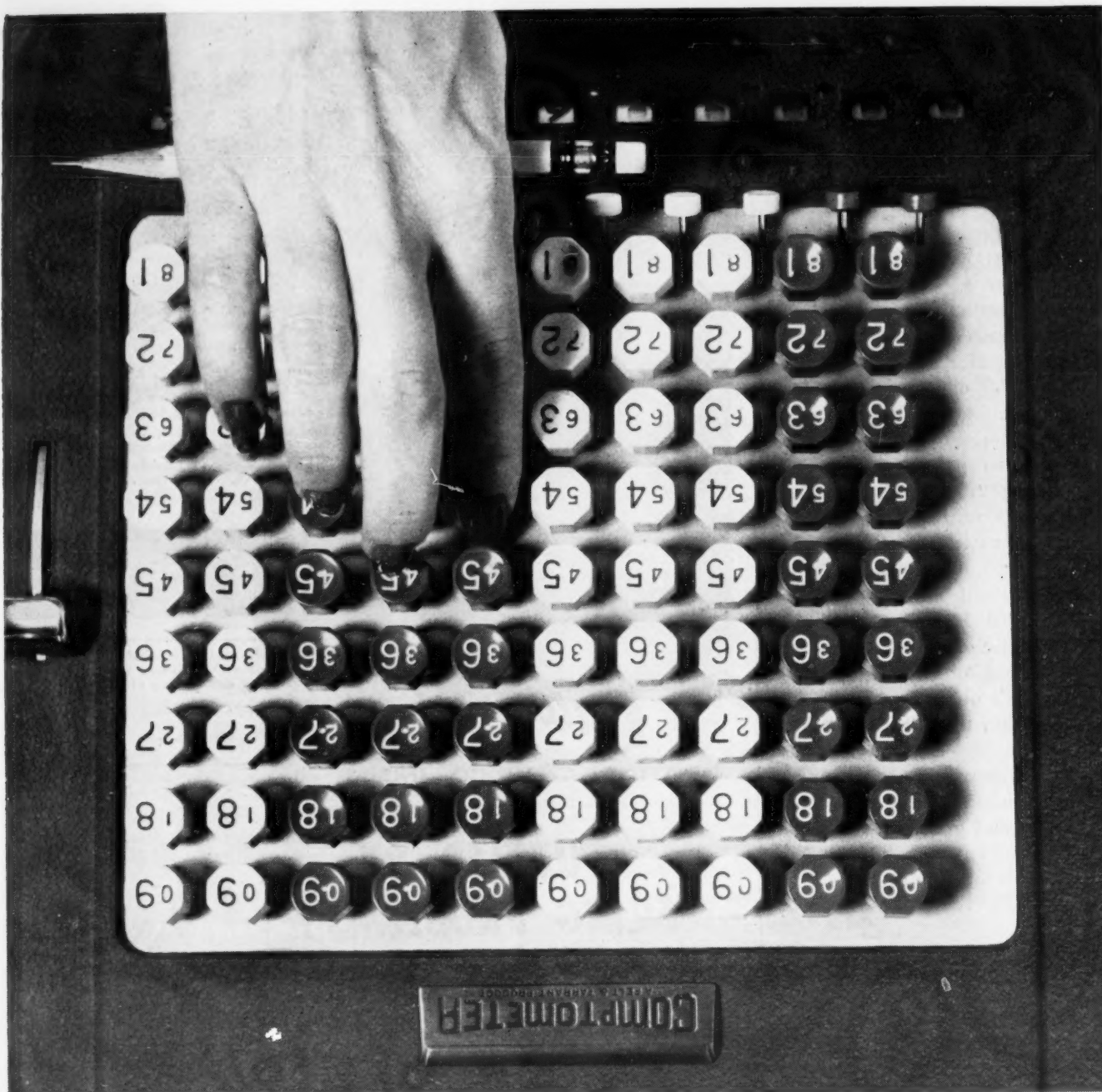
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MANAGEMENT METHODS

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Among the company benefits reported are reduced absenteeism and increased efficiency. The anguish of dental disease, which is often complicated by the inability to meet the cost of correction, has been alleviated, resulting in better operating employees.

More than 3,700 dentists in the New York area participate in the plan. Employees select a dentist from the directory, in many cases the one they already use, and make their appointments for initial examination.

The dentist makes a thorough examination, including X-ray; corrective action and a prophylaxis follow. Families having incomes of \$5,000 or less get full coverage. In other words, participating dentists take GHDI's fee in full payment for services covered and rendered. For those having incomes of more than \$5,000, GHDI still pays the same fees, but the dentists are permitted to charge their usual fees, which can mean additional payment by the subscriber.

After an employee receives any service, he signs a claim form prepared by



• One of a series of offices designed and decorated for Art Metal by W. H. Prentice, Inc.

Art Metal does the whole job...superlatively

Whether in the private office of a president or board chairman, the general offices of the nation's largest businesses, or the modest one-man office... Art Metal combines the pleasing appearance of a modern business home with the functional efficiency of a well-planned work center.

Art Metal is prepared—to an unequalled degree—to do the whole job. With desks, credenza units and tables

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of fine equipment ever developed for general and executive offices, Art Metal brings you a nationally recognized Office Planning Service. This service can be as broad or as detailed as you want, and it is available without charge.

Look up your local Art Metal dealer or branch office in the Yellow Pages under "Office Equipment", or write us for name and address.

SEND TODAY for your copy of Art Metal's famous 96-page handbook, "Office Standards and Planning"—Address Art Metal Construction Company, Jamestown 4, New York.



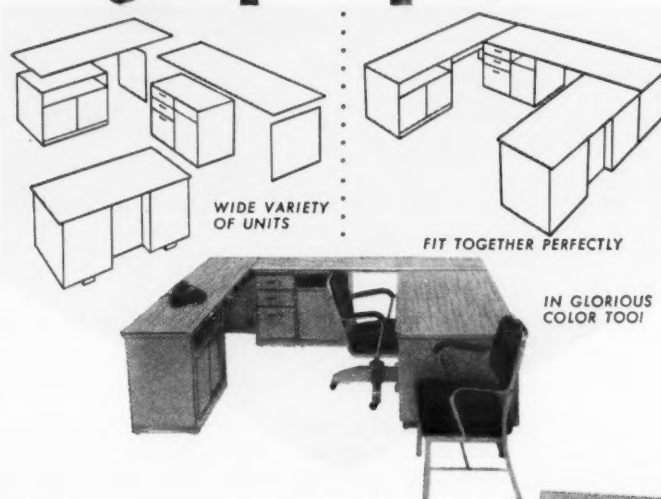
For 68 years the hallmark of the finest in office equipment and systems.

Now-Invincible offers greatest flexibility in office planning



New square-edge metal desks and auxiliary units have modular design for unlimited combinations

As easily as you once joined building blocks, you can now create executive, professional and general offices to meet every working space or situation need. You custom-plan complete "efficiency centers" with Modernette desks, auxiliary units (with typewriter height optional), tables, separate tops . . . all available with square edges for perfectly flush unit-to-unit alignment. All in a choice of several handsome finishes which add functional beauty — and a more productive atmosphere — to any office. Famous Invincible features are found throughout — the superb steel construction, the



smart contemporary styling, the silently gliding drawers in all desks and files.

On your letterhead, write for a colorful brochure of this complete new line for maximum flexibility in office planning . . . it's free without obligation. Or see your Invincible dealer.



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units, chairs, files
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In Canada: A. R. Davey Company, Ltd., Factory Representative
174 Bedford Road, Toronto 5, Canada

(Circle 734 for more information)

the dentist. Payment is made to the dentist within 48 hours after it is received.

For more information, circle number 828 on the Reader Service Card.

EXECUTIVE

thought *starter*

New literature of interest to management

FIVE BASIC STEPS IN HIRING DESCRIBED IN PAMPHLET

"How to Hire Office Personnel," a new pamphlet just published, outlines in detail the five basic considerations in checking applicants for office jobs. Recruiting, Screening, Testing, Reference Checking, and Interviewing are covered and describe the best efforts an employer can put forth to assure himself of employing the best possible person for the job.

For a free copy, circle number 829 on Reader Service Card.

EDUCATIONAL TESTING CATALOG LISTS GUIDANCE SERVICES

A comprehensive catalog lists more than 700 tests, guidance booklets, reading development materials, and complete services of a consulting and survey firm. Complete with a glossary, booklet guide, and a table of contents, the new catalog, utilizing the theme "Progress in Education," is divided in seven sections. New tests, booklets, and services are outlined for the reader. Complete descriptions of all items, not just listings, and suggestions for setting up reading and guidance programs, are given.

For a free copy, circle number 837 on Reader Service Card.

"PUSH BUTTON" CARD FILE SIMPLIFIED RECORD KEEPING

An illustrated folder presenting the operating advantages of an automatic degree-day filing system for fuel oil distributors has just been released. This system introduces an entirely new concept of record-keeping that eliminates duplication of files, simplifies office procedure, expedites scheduling and deliveries, and reduces costs in both inside and outside operations. It is based on a "push button" card file.

For a free copy, circle number 836 on Reader Service Card.

MANAGEMENT METHODS

work center

"...men and machines don't work in a vacuum. Though you may saturate your Work Stations with skilled workers and modern tools, they can produce efficiently only when 'community' factors like traffic control, and adequate lighting, and proper communications—and even creature comforts—are properly integrated."

PLANNING IDEAS IN THIS ISSUE

Bulletin board solves office reference problem: A handy built-in bulletin board helps executive keep track of current projects 58

Color coded hats identify new employees: A special colored hat tells older employees when a new man is in dangerous factory area 58

Air cooled cars boost salesmen's efficiency: Texas firm beats heat and fatigue problem by air conditioning salesmen's cars 59

PLANNING A RESEARCH CENTER

A guide for decision makers in building, staffing, and budgeting

by C. B. Wigton
Wigton-Abbot Corporation

Industrial research is growing. Over 70% of all industrial firms have their own research organizations, and three quarters of these firms employ fewer than 500 persons. From 1940 to 1953, research manpower has doubled. In the same period, expenditures for industrial research have quadrupled.

Whatever the aims, any research program must justify itself. Specifically, industrial research should reduce production and operating costs, increase the salability of the product, and at the same time, open up new fields by providing information for the development of additional products.

Budgeting for research

Statistics show that most companies

spend about 55% of their money on present products, 40% on new product development, and use about 5% for research not definitely assigned to a product or project.

The answer to "how much should it cost?" is different for each company. But there is now a wealth of information to serve as a guide. Results of several surveys reveal the following:

▶ What you spend for research depends largely on what business you are in, and to a lesser extent on the size of your company.

▶ If you are in one of the highly technical fields (instruments, aircraft, drugs, chemicals, machinery), you'll be paying not less than 2% of net sales for research just to keep up with the average.

▶ Drug companies spend over 5% of their net sales

on research, and are among the most lavish researchers of all types of firms.

▶ Petroleum companies support about 5% of all research workers.

▶ Aircraft and aircraft parts makers invest up to a sixth of their net sales in research.

▶ Big companies spend between 5% and 6% of their sales on research.

▶ Smaller companies, with a professional staff of 50 or less, spend over 1.5%.

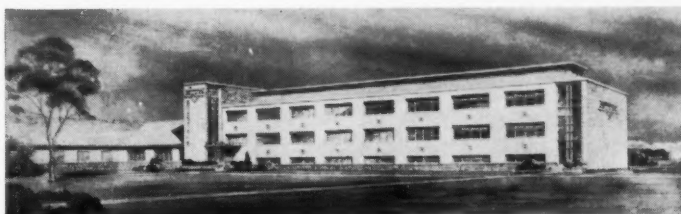
▶ Industry has been spending about \$15,000 per year on supporting the professional research employee.

▶ The average company invests \$800 to \$1,000 in capital improvements for each of its professional researchers.

The building and the location

As soon as a budget has been ap-

ATTACHED VS. DETACHED RESEARCH FACILITIES



The attached research facility of the Continental Oil Company at Ponca City, Okla., was built only after the completion of five separate studies. The rectangular structure was attached to the existing engineering and administration building by a common building, and into the main circulating passage leading to the research facility.

The addition permitted a saving of \$100,000 to \$300,000 over the cost of establishing a separated research facility. All services required for the addition are available from the existing building or from nearby mains. The new research facility was designed to permit further expansion without interference with the present operations at the laboratory.



This detached research building was selected by Norwich Pharmaceutical Company at Norwich, N.Y., after six studies revealed that the multi-storied building required for attachment to the existing office and manufacturing unit would demand a more costly type of construction than that required for this one-story separate structure. Construction was planned for orderly expansion without interference with current research operations. If the new facility had been built adjacent to the existing Norwich facilities, expansion of the research laboratory would have been impossible without demolition of existing buildings. The saving in elevator, stair well, toilet and locker facilities offered by the single-story structure was another strong factor in its favor.



Central Life Building, Des Moines, Iowa, Wetherell & Harrison, Architects

MORE THAN A MILE OF MILLS MOVABLE WALLS throughout the Central Life Building provide complete *space control* of all its interiors. Floor plans of tenant-occupied as well as Company-occupied areas are entirely *flexible*, because Mills Walls can be taken down and relocated—quickly, easily and economically—whenever changes in space requirements make new office layouts advisable.

Write for the informative new Mills Movable Walls catalog—it's a practical work book on *space control*.

Mills Walls combine this efficient mobility with structural stability and architectural design. Fully insulated and soundproofed, they are available in a wide variety of attractive styles and colors. Their baked-on enamel finishes require no maintenance whatever except ordinary soap-and-water washing to keep them looking always fresh and new.

THE MILLS COMPANY, 921 Wayside Rd., Cleveland 10, Ohio



(Circle 739 for more information)

HOW TO ATTRACT QUALIFIED

The caliber of the professional personnel is the most important single factor in the success of any research department. Without qualified and creative professionals, even the best facilities and supervision will fail to produce the expected results.

Properly planned research facilities help *attract* qualified personnel, and they help *retain* them by keeping morale high. Proper location and physical plant advantages accomplish this.

Scientists don't live in a scientific vacuum. They need access to professional facilities, scientific society meetings, and all the other functions by means of which they keep themselves

proved, the next step is planning the physical research facilities. A research laboratory is one of the most complex of modern buildings, and must be planned to service *future* needs as well as *present* ones.

Usually one of the first decisions to be made is whether to erect the research building at a main plant site, or at a separate location. In a few cases, this is decided by circumstances. Lack of enough of the right kind of space, safety or zoning laws, or a shortage of facilities may rule out building at the plant site. If there is a choice, these factors must be considered:

1. What about the next expansion? Will it be possible to add to the research development in the future?

2. Is the site adequate for the type of structure required? Does it help reflect progressive spirit of the company?

What the building contains

Once the site has been decided upon, and the direction of the research has been set, it becomes the expert's task to decide what facilities will be

MANAGEMENT METHODS

AND HOLD PERSONNEL



abreast of the progress in their fields. One of the big considerations in locating a research facility, therefore, is the availability of other research and educational centers.

They don't live in a social vacuum, either. The proposed research facility must have reasonable access to adequate housing, schools, religious, and medical facilities.

The 'fringe' requirements of living—transportation, utilities, roads, shopping, and entertainment—should be another consideration in site planning. The advantages of "better living" can often offset higher salaries and reduce costly turnover.

needed, and how to supply them economically. No matter what the nature of the research, any laboratory will need offices, reception and conference spaces, shipping and storage spaces, communications systems, a library, and first aid facilities. Many will also require dining space, and some, even dormitory space.

Where, what and how to provide the required scientific facilities are different for each firm. High pressure or temperature spaces, facilities for work with radioactive materials, cold spaces, controlled temperature, humidity and sound, all call for the experience of an expert for their proper design and location. The design must stem from a thorough understanding of the nature of the research, and what is to be accomplished by it.

The research laboratory must be planned around its function. Working within the confines of technical requirements, the specialist must provide a research laboratory that reflects upon the company the best possible application—for the future as well as for the present—the use of technical and artistic training. m/m

A Fine Office Doesn't Just Happen

It Is A Reflection of personality . . . tangible evidence of taste, company background and way of doing business.

Recognizing the importance of a good office, those who planned it gave careful thought . . . fine equipment of course, by Security, plus those details of arrangement which insure efficiency and pleasant working conditions.

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SEND TODAY, on your letterhead, for a folder in full color showing the 4 superb lines—Crestline—T.D. Series—4 Leg Line—Versa Line—and the Security Plan Rule which will help you greatly, in doing a fine new office or rearranging now, for greater efficiency and satisfaction.



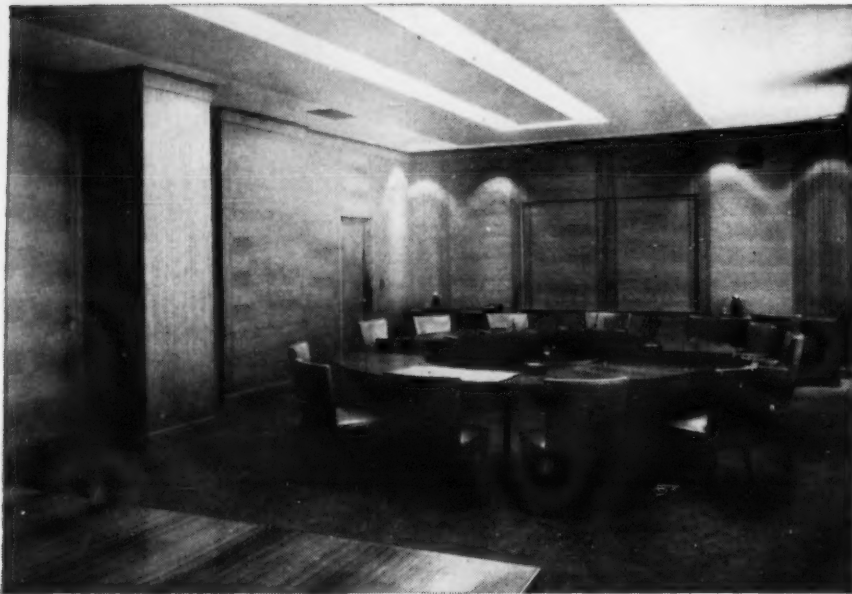
SECURITY STEEL EQUIPMENT CORPORATION

515 Middlesex Road, Avenel, New Jersey

Please send me your full color brochure and your Office Plan Rule.

Name _____ Title _____
Company _____
Address _____
City _____ Zone _____ State _____

(Circle 756 for more information)



Weldwood Paneling is Beautiful— even to the Treasurer

Today, the *practicality* of wood paneling in offices seems to mean almost as much as the *beauty*. For, wood paneling ends annual redecoration time, costs and upset. Cuts maintenance, too.

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and adds warmth and dignity to anybody's office. Fine Weldwood hardwood paneling is available in a wide range of woods, from familiar species like walnut, oak, birch and maple to exotic imports and specialty woods like Korina®, basswood and Samara*. (Satinwood was selected for the John Hancock Building, shown above; Architect: Cram & Ferguson; Contractor: Turner Construction Co.)

You ought to find out what Weldwood paneling can do for your offices. Send the coupon today for full information, or visit any of our 87 offices in principal cities. In Canada: Weldwood Plywood, Ltd.



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() Please have salesman call.

MMG-56

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COMPANY.....
ADDRESS.....
CITY.....STATE.....

(Circle 777 for more information)



THE MAN
Jerome Taishoff
President

THE COMPANY
Mycalex Corp. of America

where they THE OFFICES OF

INVALUABLE ANTIQUES are the basis of Mr. Taishoff's private office. He felt that since the majority of his waking hours were spent in his office, he would like to surround himself with choice pieces from his extensive collection of 18th Century antiques. He wanted his office to provide an atmosphere which would make it a pleasant place for him to work and receive visitors.

His desk is an old "partner's" desk, with identical drawers on each side. Lamps are old cathedral candle sticks; ash trays are English silver "pap boats." Antique tea caddies serve as cigaret boxes, and



work

SUCCESSFUL MEN

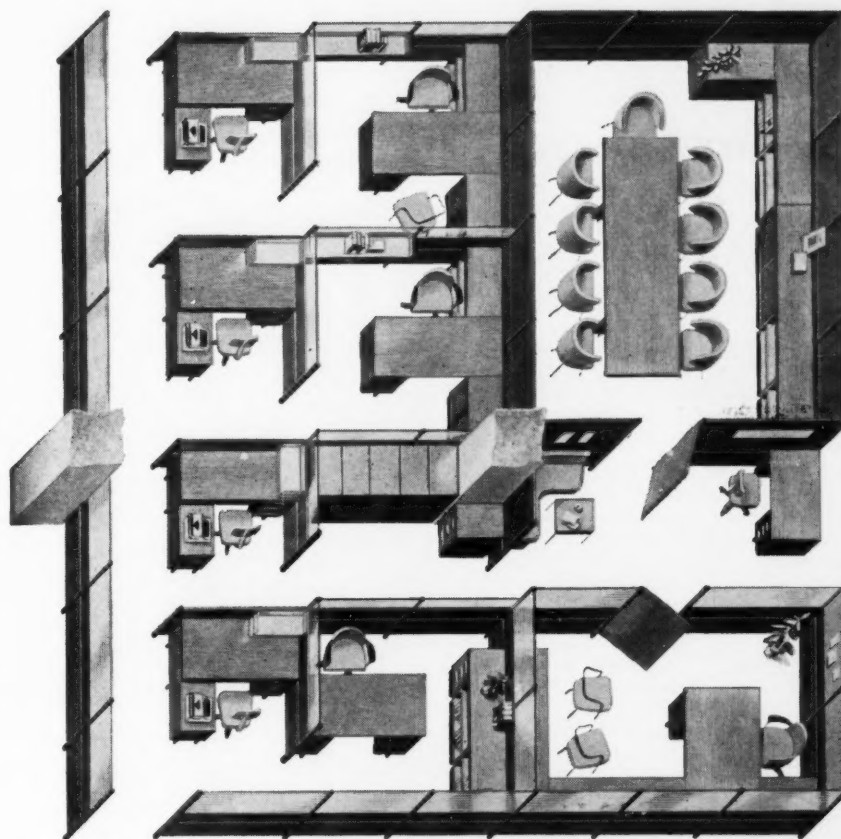


a wine cooler is the telephone stand. A 300-year-old bracket clock, which still keeps perfect time, helps him maintain his busy schedule.

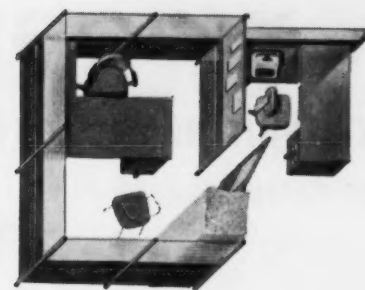
The walls are all paneled to duplicate the finest 18th Century interiors. He selected one of the western pines, a knotty grade Idaho white pine, to serve as an effective foil for the mahogany Chippendale furniture and paintings. The wall-to-wall carpet is light cocoa, the curtains are of gold brocade, and the furniture is upholstered in rich dark reds and greens.

The list of priceless pieces reads like a museum catalog. His sculpture includes two Rodin bronze heads; his paintings include two Corots and a Reynolds. Genuine Chippendale pieces abound, with a Hepplewhite desk and a number of George II chairs. The small accessories throughout are in keeping with the over-all atmosphere of the room, even including a number of rare first editions. m/m

BUY the OFFICE of TOMORROW ... TODAY



*PAT. PENDING †TRADE MARK ‡LICENSED UNDER DU PONT PATENT

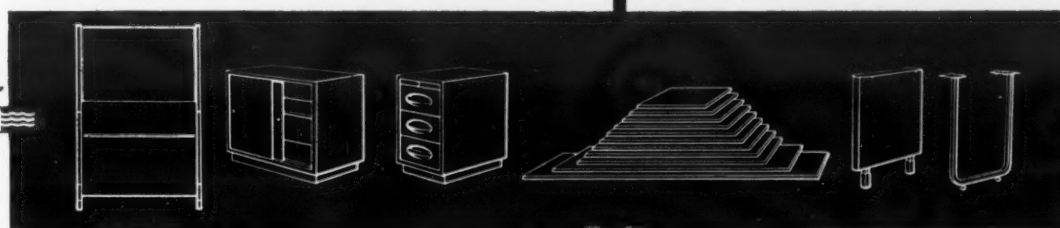


An Arnot-equipped office is as adaptable to today's needs as it is to tomorrow's expansion problems.

Arnot furniture and partitioning components tailor-fit the work-station to the worker and to the available floor space... their unique flexibility allows for future change and changing.

From a single inventory of Arnot components, your Arnot dealer can supply you with PARTITION-ettes*† and Modular Furniture, OFFICE-ettes‡, conventional desks and tables, conference and overhang desks, executive office furniture, bookcases and storage units—all this in either STEEL or WOOD.

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730 Fifth Avenue, New York 19, N.Y.

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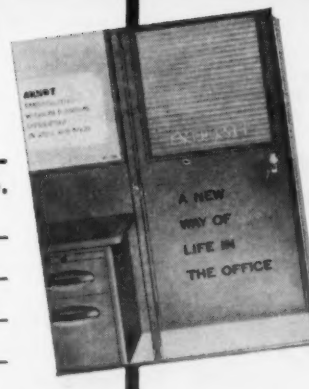
I'd like to know more about the Arnot furniture components and PARTITION-ettes and receive literature.

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FIRM NAME _____

ADDRESS _____

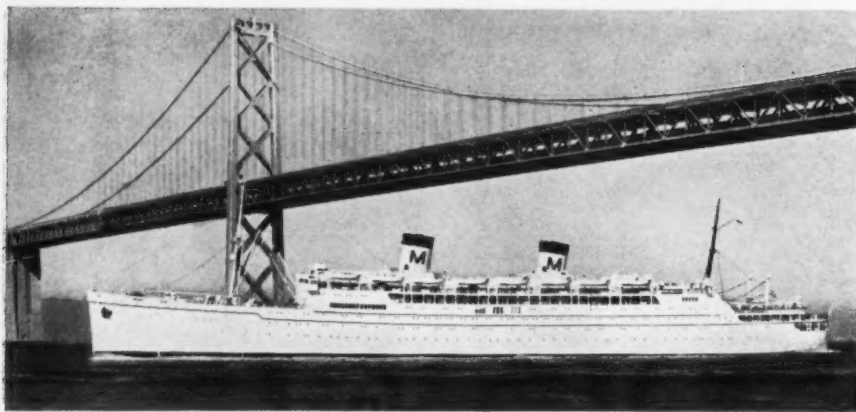
CITY _____ ZONE _____ STATE _____



To receive this colorful brochure showcasing Arnot Modular Furniture, PARTITION-ettes and OFFICE-ettes, fill in and mail coupon.

(Circle 707 for more information)

HOW XEROGRAPHY cuts duplicating costs \$10,000 a year SPEEDS PAPERWORK for the *Matson Lines*



The LURLINE, Matson's world-famous luxury liner.

The Matson Navigation company is an oldtimer on the West Coast. Seventy-three years ago Capt. William Matson charted his initial voyage, and his company's course, to Hawaii. Today 18 modern freighters ply between there and the mainland, and the luxury liner *Lurline* is also on the Hawaiian run. Four company hotels dot Waikiki Beach, and a subsidiary carries cargo to Australasia.

For such extensive operations, much paperwork is necessary. Duplicating essential documents was once a major bottleneck, and many other items were balked entirely by prohibitive production costs. Today, all is different. Though everything is wanted in a hurry, versatile xerography—the clean, fast, dry, electrostatic method of copying—delivers on time and often ahead.

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Printing

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Copies
HALFTONE & LINE
subjects onto paper masters for offset duplicating

UP TO EIGHT COPIES
Including a paper master or translucent intermediate can be made from one xerographic exposure

plan- ning idea

Bulletin board
solves office
reference problem

A handy place in his office to keep current material, either written, printed, or fabric, was the need of Henry Rose, sales manager of F. Schumacher & Co., New York fabric manufacturer. Because his office served as a conference room and nerve center of the business, all current projects such as fabric lines, branch office data, pro-



motional material, advertising schedules, and publicity releases were items of recurring everyday interest.

In designing his office, Mrs. Virginia C. Dick, A.I.D. installed a built-in bulletin board and shelf unit from ceiling to floor. Making use of a jutting wall near the windows, she created a lighted bulletin board which solved the memoranda problem and was accessible with a turn of his swivel chair.

A heavy molding of coral painted wood conceals a trough light across the top. A wood ledge, desk high, has storage space below it for magazines, pattern books and other bulky items.

plan- ning idea

Color coded
hats identify
new employees

As a safety measure, specially painted white helmets are required wearing for all new employees during their first 30 days on the job. After a month at the

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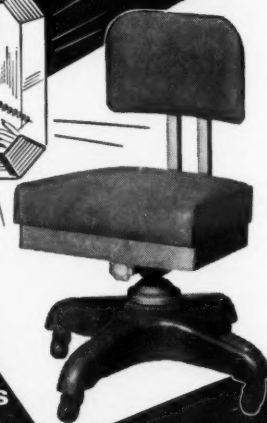
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MANAGEMENT METHODS

Duquesne Works of United States Steel Corporation near Pittsburgh, Pennsylvania, new workers graduate to the same brown helmets worn by their fellow workers.

If, for example, a newly hired employee wanders too close to the front



of an open hearth furnace after metal has been poured, older workers recognize instantly that he shouldn't be there, and warn him of the danger.

Since the new program was inaugurated in 1955, there has been a considerable dip in accidents among new employees—almost to the vanishing point.

For more information about safety helmets, circle number 839 on the Reader Service Card.

planning idea

**Air cooled cars
boost salesmen's
work efficiency**

Automotive air conditioning is credited with phenomenal improvements in sales efficiency and morale by Morton Foods, Dallas, Texas. Since



New Rich Colors...Styled Custom Tops in ASE EXECUTIVE FURNITURE



Better Built for Better Business

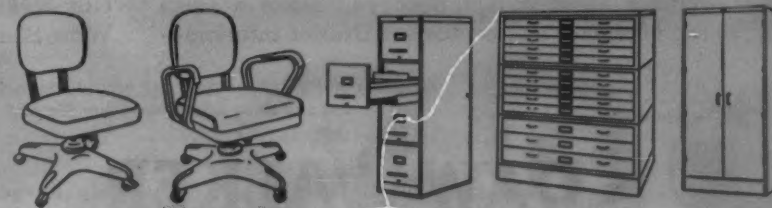
Rich, new executive colors . . . Ebony, Sea Gray and Bronze Tan . . . create an air of dignity, elegance and distinction in your executive office. New, modern desk top materials, Linoleum, Textolite and Formica in plain colors and patterns. Colorful homespun upholstery fabrics enrich the chairs in your executive office.

The large desk top has more work space and it doubles as a conference area with all your data close at hand. ASE executive furniture combines facilities for efficient organization, ready accessibility of records, maximum working comfort, impressive appearance and modern efficiency.



There's an ASE Dealer
Near You

ALL-STEEL EQUIPMENT INC.
Aurora, Illinois



(Circle 705 for more information)



This Mr. Bell should see!

Telephone in the desk drawer! Just one of many revolutionary advances that eliminate desk clutter for the man behind a Shaw-Walker desk.

A desk *can* be more than a place at which to work. It can be an important aid to *getting work done easier and more efficiently*. This Shaw-Walker Work-Organizer Desk is working proof of that fact.

With a Shaw-Walker desk you make a clean sweep of clutter and confusion. Drawer interiors—

including place for telephone*—organize everything from paper clips to records.

Actually a Shaw-Walker Work-Organizer Desk has an ingenious ability to *lend a hand*—you find working materials

without hunting. Use it just one week and you'll be amazed at how much smoother the day's work goes.

See *what's new* in other time-saving, space-saving office equipment; get 292-page illustrated "Office Guide." Free, when requested on business letterhead. Write Shaw-Walker, Muskegon 83, Mich.

* In some cities the phone company hesitates to install phone in drawer but will do so when shown our Simplified Plan.



SHAW-WALKER

Largest Exclusive Makers of Office Equipment
Muskegon 83, Mich. Representatives Everywhere

(Circle 757 for more information)

last July, when the company equipped salesmen's cars with air conditioning units, sales have increased at least 25%.

Salesmen drive as much as 200 and 300 miles a day the year round. Before air conditioned cars, most of them would find it necessary to go to hotels, take showers and change clothes in each town prior to making any calls. Last summer, with the air conditioned cars, they arrived at their destinations fresh and ready for work and, of course, they made more calls each day.

Installations in tractor cabs have had a similar effect on drivers. Road drivers now cover more territory in less time than before the tractor cabs were air conditioned. The innovation is also reflected in the safety record and a virtual moratorium in summer personnel turn-over.

For more information, circle number 834 on the Reader Service Card.

**plan-
ning
idea**

**New products
for work center
application**

Catalog serves as guide for industrial maintenance

Primarily designed as a complete buyers guide for engineers in charge of industrial maintenance, a new 48-page catalog lists highly specialized paint coatings to resist alkali, acids, oils, grease, moisture, etc., as commonly found in industrial plants. It also describes waterproofings, roof coatings, caulking compounds, floor patching, etc.

For a free copy, circle number 832 on the Reader Service Card.

Self-contained air conditioning systems described in booklet

Development and use of self-contained central station air conditioning are covered in a new 36-page booklet. Entitled "Why RK?", the two color, illustrated book traces the history of comfort cooling in non-technical terms from the days of the Romans. It discusses the evolution of present-day techniques, culminating in a single compact device which contains in one casing all of the elements of a central air conditioning plant up to 60 tons in cooling capacity.

For a free copy, circle number 833 on the the Reader Service Card.

MANAGEMENT METHODS

Smith's OPNWINDOW Steel Guides



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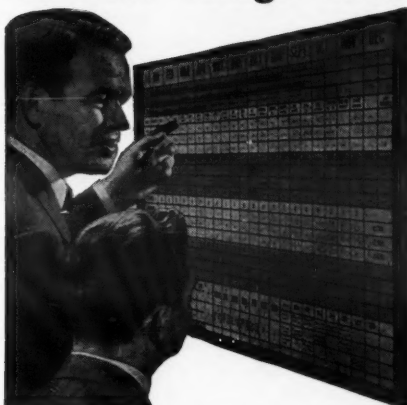
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QUESTIONS and ANSWERS ABOUT THE



Editor's Note: We have received a number of letters in regard to the 1956 Awards. Since the pattern of questions has been fairly consistent, some are repeated below, with the answers.

Q. Should our written explanation go into costs, efficiency figures, and other pertinent statistics?

A. Whenever these figures are available they should be included. The Entry Blank provides a check list, for your convenience, of factors you should try to cover.

Q. Do you want to emphasize the appearance or the efficiency of the offices entered?

A. When it comes to a "best place to work," each is important. This does not mean that an office must be expensively decorated or "high style" in order to win.

Q. What are the basic factors used in judging the winners?

A. Four general criteria were applied by the Judges in selecting last year's winners: space layout, workability, human relations factors, and decor.

Q. Did any small firms win Awards last year?

A. Ten awards were made in 1955. Six of these went to small companies.

Q. Will the material we send with our entries be returned?

A. We reserve the right to hold photographs temporarily. Many of the non-winners had their entries published in MANAGEMENT METHODS Magazine in months following the contest. Material will be returned whenever it is specifically requested by the entrant.

See page 48 for full details,

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JUNE 1956

The characteristics of a GOOD EXECUTIVE



He is currently holding a job that carries more responsibility than any job he has previously held.



More likely than not, he has come up from the ranks within the company.



He has less education than his president, and he feels defensive about it.



He is older than the president, although he has held his present post for only about three years.



He looks forward to making a long-time career in his present company. He knows the chances of his becoming president are small, but is ambitious to expand the scope of his present job by helping his company to grow.



His present salary is about \$13,200 yearly. Although he has succeeded in the business world faster than he expected to, he expects to earn a materially greater amount in the future, and the chances are one in three that he is actively dissatisfied with his present income.

Executive drives and fears

The survey also led to some interesting conclusions of what the executive thinks about himself, his job, and the psychological drives that motivate his actions. Most key executives have a sneaking suspicion that they are really not quite good enough for their present jobs. The continuing need to reassure himself about his own competence is a major factor in maintaining the drive that continue to produce business accomplishments.

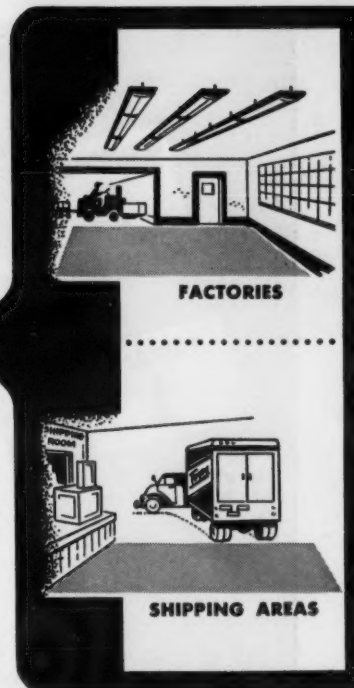
Most executives crave the satisfying experience of accomplishment. The feeling of personal satisfaction and gaining the esteem and respect of his fellow executives, the boss, and his subordinates, are his basic rewards for good performance on the job.

Executives criticize their president most because of his inability to voice his deepest concerns about really important company or personal matters, although he expects his executives to act as if they understand what these concerns are. m/m

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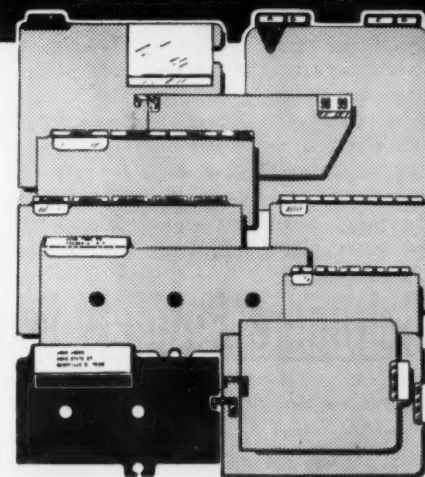
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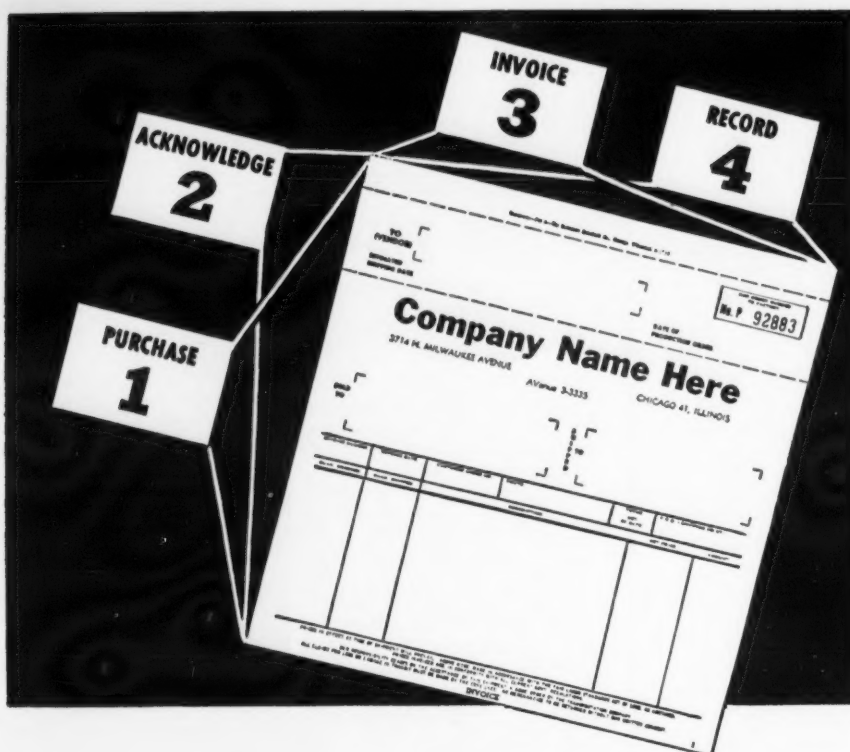
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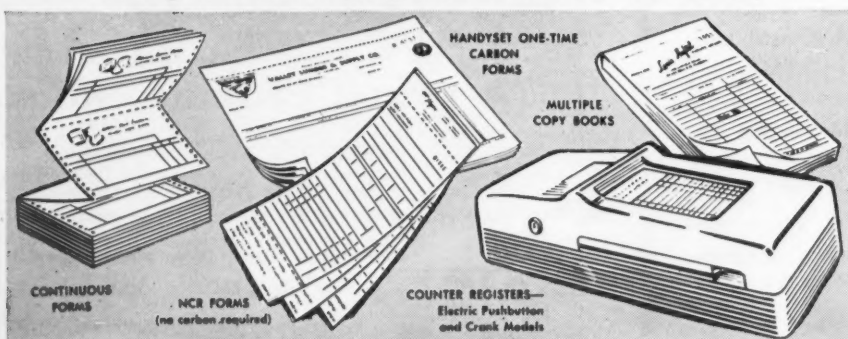
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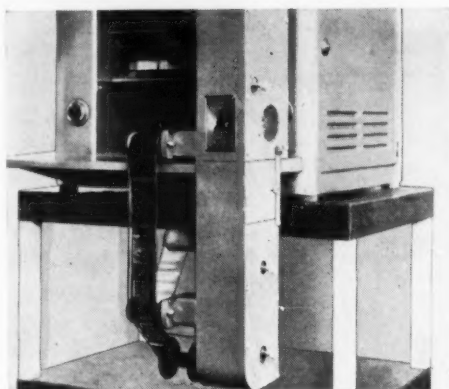


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clippings

NEW PRODUCTS IN THE EDITOR'S MAIL

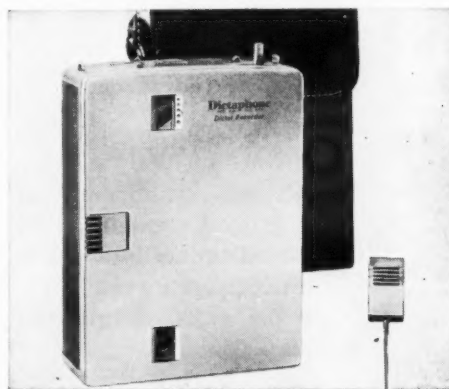
Whiteprinter attachment produces diazo duplicates of microfilm



A new accessory, operates in conjunction with any continuous-type, ammonia-developing whiteprinter, to produce diazo duplicates of photographic microfilm originals. A compact, light-weight device, it can be installed or removed in minutes, and eliminates photographic duplication and hard-on-the-eyes positive prints.

For more information, write to Technifax Corp., Holyoke, Mass.; or circle number 838 on the Reader Service Card.

Dictaphone introduces new battery-powered miniature recorder



A new portable tape recorder is no bigger than a small movie camera, and weighs only slightly more than 2½ pounds. It is a precision instrument for mobile voice recording, primarily an on-the-spot recorder that can be used anywhere. It gives a full hour's recording on magazine-loaded magnetic tape, and features a completely transistorized amplifier.

For more information, write to Dictaphone Corporation, 420 Lexington Ave., New York 17, N. Y.; or circle number 841 on the Reader Service Card.

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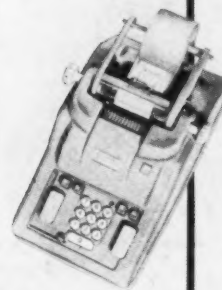
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